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IDENTIFYING BEST PRACTICES AND COLLABORATION OPPORTUNITIES
WITHIN A NONPROFIT SUPPORTING TRAFFICKED
AND PROSTITUTED WOMEN

A Research Project
Presented to the Faculty of
The George L. Graziadio
School of Business and Management
Pepperdine University

In Partial Fulfillment
Of the Requirements for the Degree
Master of Science
in
Organizational Development

by
Jennifer D. Larsen
July 2014
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This research project, completed by

JENNIFER DAWN LARSEN

under the guidance of the Faculty Committee and approved by its members, has been submitted to and accepted by the faculty of The George L. Graziadio School of Business and Management in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE
IN ORGANIZATION DEVELOPMENT

Date: July 20, 2014

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Abstract

Human trafficking and prostitution for commercial sexual exploitation (CSE) happens every day, in every country. Women and female children are the predominate targets of this type of exploitation. This research looked at CSE women and how the Organization for Prostitution Survivors (OPS), a Seattle nonprofit, approaches their work with victims. The action research study question was: What creates successful collaboration and best practices sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community? Data were collected through an online research survey, consisting of 11 questions in total. Survey demographics included nine OPS board of directors and staff participants. The completed findings were shared with OPS in a feedback session during the spring of 2014, indicating a need for more robust organizational development practices and strategy beyond OPS's current framework, including standardization of communication and self-care practices, financial development, fundraising, and clearly defined roles.

Table of Contents

	Page
Abstract	iii
List of Tables	vii
List of Figures	viii
Chapter	
1. Introduction.....	1
Background	3
Purpose and Significance of the Research	5
Methodology	6
Thesis Outline and Summary.....	7
2. Review of Literature	9
Global Overview	10
Domestic Overview	14
Challenges of traumatic stress in trafficked youth in the US.....	19
Washington State and the Greater Seattle Area	22
Seattle Organizations working to close the support and awareness gaps.....	26
Framing the Research: Overview of Action Research and Appreciative Inquiry	28
Current Best Practices.....	28
Gaps in Knowledge.....	29
Summary	31

Chapter	Page
3. Research Methodology	32
Purpose.....	32
Researched Organization	32
Methodology	33
Research Design.....	34
Measure.....	35
Research Question	36
Research Sample and Setting – Survey	36
Research Sample and Setting – Feedback Session	37
Survey Protocol.....	37
Data Analysis	38
Survey Questions	39
Survey Purpose and Confidentially Statement	40
Summary	41
4. Research Results	42
Survey Participation.....	42
Study Findings	42
Organizational best practices and collaboration habits.....	42
Personal practices and habits	46
Personal best practices	47
Trauma’s Impact on Outreach	48
Feedback Session	51

Chapter	Page
Summary.....	51
5. Summary, Conclusions, and Recommendations.....	53
Implications of Key Findings.....	53
Discussion and Conclusion.....	58
Limitations.....	60
Scope.....	60
Participation rate.....	61
Researcher bias.....	61
Limited research cycles.....	61
Researcher Takeaways.....	61
Summary.....	62
References.....	64
Appendix.....	72
A. Summary of Qualitative Data.....	72
B. Interview Questions – OPS Qualtrics Survey.....	79
C. Letter Sent to the Organization of Prostitution Survivors upon Survey Release.....	81
D. Purpose and Confidentiality Statement for Survey Participants.....	83

List of Tables

Table	Page
1. OPS Best Practices and Collaborations That Are Working Well.....	44
2. Areas within OPS that Participants Indicated Needed Support.....	45
3. Common Strategy Practices.....	46

List of Figures

Figure	Page
1. The Johns chart: Percentage of men (by country) who paid for sex at least once.	14
2. SharedHope poster.	15
3. Poster to from the Help Stop Human Trafficking campaign.....	25
4. Response Spread for Established Best Practices.....	43
5. Participants' responses to the question: Does OPS have strategies or best practices to support staff/board members in addressing secondary or vicarious trauma?.....	49

Chapter 1

Introduction

Sex, essential for the creation of life, is also said to be the inspiration of the oldest profession known to mankind. Prostitution is generally defined as engagement in sexual relations for money. Currently, prostitution is banned in 49 of the 50 of the United States, with prostitution legal in some counties in Nevada (Flowers, 1998). The views around acceptance of prostitution have changed since the 18th century.

During previous points in history, prostitution was widely accepted due to the perceived voluntary nature of the profession. These views of prostitution being voluntary and beneficial to society were based upon stories told about domestic prostitutes during the revolutionary war. During the war a large number of women were encouraged to locate closely with the military; this was done with the intent of providing intimate services that would keep soldier morale high during revolutionary battles (Brandt, 1987).

Societal acceptance of prostitution has changed in recent history. Many factors contribute to the modern views of prostitution being unacceptable form of work domestically and globally. The wealth during the Victorian era, which created a middle class and an increase of private, closed-door spaces in houses, and is widely viewed as the reason the era experienced the flourishing of child prostitution and a wave of sexual child abuse (Appel & Beebe, 1946). Abuses against children are politically and socially a sensitive topic because of our concern for protecting our most vulnerable demographic of the population.

In addition to the 20th and 21st centuries growing awareness of child protections, and progress in women's rights largely contributed to the changing views and awareness

of prostitution. Gaining the right to vote in many countries during the 20th century opened the doors for women to speak up about what prostitution looked like from the female perspective. Women have since pushed for equal rights, equal pay, and equal access to education. An example of this is Title IV of the Higher Education Act of 1965, which allowed women to participate in sports, but more importantly, Title IV and the Clery Act (Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 1990) ensured women have the right to pursue education without violence and sexual harassment. Women having greater rights and more access to voicing injustices have opened up the dialog about workers' rights and if prostitution is work or an act that is forced and demeaning.

There are many reasons women do not or cannot leave prostitution. Ninety-two percent of women who were involved in prostitution said they wanted to leave prostitution, but could not because they lack basic human services such as a home, job training, health care, counseling, and treatment for drug or alcohol addiction (Business Wire, as cited in WomensLaw.org, 1998). Women involved in prostitution are stuck in a large global debate, at the center of which competing forces such as gender rights and money square off. In recent centuries the industry of prostitution has become a multibillion dollar global business. A business that combines the forced labor and lack of freedom seen in slavery with the mandatory sex work of prostitution is referred to as *human trafficking*. Even with the lower acceptance of prostitution today, most citizens of the United States (US) fail to understand how prostitution is linked to human trafficking.

The United Nations Office on Drugs and Crime (2009) provided the following definition of human trafficking:

The recruitment, transportation, transfer, harboring, or receipt of persons by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability of the giving or receiving of payments of benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs. (What is Human Trafficking? section, para. 1)

While all forms of human trafficking need continued research and focused efforts towards abolishment, this study specifically focused on sex trafficking, prostitution of women and girls, and the organizations that work with survivors of commercial sexual exploitation.

Background

While trafficking happens every day, in every country, many people in the US believe that human trafficking only happens in big cities or is stereotypically thought of as an issue in the Asia Pacific, India, or Eastern European regions. Human sex trafficking is not a small issue it is a modern day form of slavery, and big business. It is the fastest-growing business of organized crime and the third-largest criminal enterprise in the world (United Nations Office on Drugs and Crime, 2009). Women and female children are the predominate targets of this type of exploitation. Gender-based discrimination is a root cause for the ample supply of victims moved throughout the world daily. To give a domestic example of this, the US Government estimates that 700,000 to 2 million women and children are trafficked across borders each year to be used as illegal labor or sex workers (Rieger, 2007; see also Free the Slaves, n.d.; Hyland, 2001).

Gender-based discrimination is the foundation in the complex layers that enable the continued persistence of sex trafficking and prostitution networks. Many other forms

of discrimination play a significant role in the problem. Diversity factors such as race, ethnicity, social origin, and class operate both to drive the demand for prostitution globally and to marginalize the poor and minorities, making them more vulnerable targets for trafficking and commercial sexual exploitation (United Nations Commission on Human Rights, 2000). There is a general misconception that the women and children who are being sexually trafficked and prostituted in some way entered into these oppressive activities willingly or furthermore brought it upon themselves. This could not be further from the truth; in the majority of instances the victimization occurs where scenarios exist that include a void of basic human rights and crisis survival vulnerabilities such as falling into survivor sex situations. Survivor sex is defined as “sex in exchange for money, gifts, food, shelter, clothes or drugs” (Chettiar, Shannon, Wood, Zhang, & Kerr, 2010, p. 323).

Many US citizens believe that foreigners are the typical victims, but US citizens also fall victim to trafficking situations. “Traffickers seek to exploit those who are most vulnerable — the young, the desperate, and the easily manipulated” (Human Smuggling and Trafficking Center, 2008, p. 2). Due to the secretive and underground nature of trafficking, it is hard to put a firm figure on the number currently impacted in the global community. The US State department figures for the impact to women and children (mainly female) are estimated to be 80% of internationally trafficked victims. Additionally, 70% of those trafficked into the sex industry are women and children (United States Department of State, 2005). Given the breath of the trafficking crisis, it is understandably difficult for global, domestic, and local outreach organizations to get their collective arms around the issue and to provide efficient support.

Purpose and Significance of the Research

The purpose of this study was to look deeper into commercial sexual exploitation (CSE) of women in the Seattle area. There are growing health and human support services, nonprofit organizations, as well as nongovernmental organizations (NGOs) working to combat domestic minor sex trafficking (DMST) and CSE of adults. This thesis looked at how a local nonprofit called the Organization for Prostitution Survivors (OPS) approaches their work with victims of CSE women local to the Seattle area.

This study researched within one organization and addressed the following question: What creates successful collaboration and best practices sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community? This study identified a collection of best practices that support the success of these social services and provided a baseline of information that may contribute to more effective collaboration across the organization. This study also helped to open a door to transorganizational sharing between the Seattle area and national nonprofits with complimentary missions.

Many nonprofit and NGO institutions have lean annual operational budgets and strict guidelines surrounding how the limited annual funds can be spent. A review of online nonprofit budget examples revealed that funding for best practice studies or organizational assessments does not come up as an annual expense category for most institutions. Some funders do cover operating expenses and capacity building expenditures for activities related to organizational development. In the researcher's 15 years of process improvement experience, she has come to view best practices as

methods, processes, procedures, or programs that have been found to be successful in accomplishing organizational goals.

The standards for choosing a best practice vary tremendously due to an organization's needs and culture. In this study, the ways in which an NGO or nonprofit frames best practices within its particular structure were carefully considered. For the purposes of clarity, best practices for this research study was defined as repeatable, documented and undocumented techniques that deliver measurable performance improvements that enable greater effectiveness in meeting organizational goals and efficient customer care (The Hackett Group, 2014).

Utilizing best practices and understanding the best practices of other nonprofit and NGO groups may provide insight into optimizing outreach and services to CSE minors and improve future collaborations. This action research study worked to clarify past best practices within OPS. The output of the survey data provided feedback that OPS could use to grow its future and increase its collaborative potential.

Methodology

Action research was used to assess perceptions of organizational best practices, collaboration habits, personal practices and habits, personal best practices in OPS, as well as how trauma impacts supporting these areas. This was done to help OPS prioritize areas of improvement that will best support the growing organization in the immediate future. The methodology is discussed in greater detail in Chapter 3 of this thesis.

The process of steps started with engaging the OPS contact for an initial interview. Next, a survey was created and distributed, and then data were collected and analyzed. The knowledge gained from each of the participants was analyzed and

summarized for the organization's benefit. The completed findings were shared and communicated with OPS in a feedback session during the spring of 2014. Lastly, the researcher joined OPS's board of directors post action research cycle to help the organization develop an action plan to implement recommendations.

Thesis Outline and Summary

The first chapter of this thesis was an introduction to the overall concept and flow of the research study. Prostitution and human trafficking are done to millions of females annually. The research was conducted to gain insights and provide feedback to the OPS. With that information the researcher helped OPS form an updated strategy for future best practices and collaboration efforts as the organization grows.

The second chapter is a literature review on the subjects of areas of trafficking and prostitution, starting with a global perspective, then covering domestic concerns, as well as challenges of traumatic stress with minors caught in CSE in the US. Next, the chapter focuses on Washington state and the greater Seattle area. The literature review also covers examples of Seattle organizations working to close the support and awareness gaps and provides an overview of the research study nonprofit, the OPS.

The research design is outlined in Chapter 3. This chapter includes a description of the research setting, measurements employed by OPS, and an overview of the data analysis process. Chapter 3 concludes by describing the efforts taken by the researcher to ensure there was protection of human subjects during the research study.

In the fourth chapter, the action research cycle results are presented. The chapter has two qualitative data sections. The first section presents data completed by participants from OPS. The second section reveals from data gathered during face-to-face interviews,

email, and phone conversations with the researcher's main subject matter expert contact from OPS, two board of directors members, and the executive director of OPS.

In the fifth and final chapter the conclusions and recommendations are discussed. The recommendations connected to organization development as well as suggestions from the analysis are covered. The limitations of the study are defined and suggestions for next steps in further research within OPS are offered.

Chapter 2

Review of Literature

This chapter outlines human trafficking, with a focus on adult and minor females who are victimized within the cycle of trafficking. The literature review highlights both global and domestic realities of sex trafficking. The chapter details problems nonprofit organizations in the greater Seattle face when engaging in outreach work for people who have been domestically prostituted and trafficked for the purposes of CSE, including discussion about the affected underage population. The literature review covers challenges faced internally for nonprofits in the Seattle area, and how the nonprofits respond and leverage each other when supporting trafficked victims.

The goal of the literature review is to provide understanding and detailed background around the research question: What creates successful collaboration and best practices sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community?

The review provides a high-level overview to give the reader an idea of the size and complexity of human trafficking and prostitution for CSE and narrows to a single community, Seattle, Washington. This literature review is broken into the following categories: global overview, domestic overview (including challenges of traumatic stress in trafficked youth in the US, Washington State and the Greater Seattle Area, and Seattle organizations working to close the support and awareness gaps), framing the research, appreciative inquiry, current best practices, and gaps in knowledge.

Global Overview

Human trafficking exists because it is a lucrative money-making enterprise. The International Labor Organization has estimated that, at any given time, “12.3 million people are in forced labor” (Belser, de Cock, & Mehran, 2005, p. 1), bonded labor, forced child labor, sexual servitude, and involuntary servitude. Governmental and nonprofit organizations debate how many people in the millions are enslaved or actively being exploited. The general estimates of global labor exploitation range from 4 million to 27 million (Clawson, Dutch, Solomon & Goldblatt Grace, 2009a).

One might wonder, if trafficking and prostitution of women and children is such a large problem, why would the collective global community and their governments not make this a higher priority? Human trafficking is a phenomenon that is challenging to quantify due to its underground nature. This challenge has not been adequately addressed by research efforts to date (Potocky, 2010). The slowness to respond to the systemic trafficking problem could be due to a lack of global urgency for gender equality. Economic profit also is a prevalent theme as to why progress in combating trafficking on a global level is a sluggish pace at best. An example of economic motivation for denial of the harm of prostitution comes from Thailand; it is estimated that approximately 14% of the gross domestic product of Thailand (US \$27 billion per year) was supplied by sex businesses (Lim, 1998).

The wealth gap between the world richest and the poorest exacerbate the problem by increasing the risk for growing numbers of victims. Trafficking begins with the conditions that caused their victims to migrate under circumstances rendering them vulnerable to exploitation. Human trafficking is the opportunistic response to the tension

between the economic necessities to migrate as well as politically motivated restrictions on migration (Chuang, 2006).

Trafficking is a widely feminized problem. Although there are some boys and men who are also trafficked, male trafficking is generally for labor purposes rather than prostitution. Study statistics vary in percentage; however, the International Labor Organization (2008) reported that women and girls make up the overwhelming majority of those trafficked for the purpose of sexual exploitation (98%).

Governments and nonprofits estimated 70% of those living in poverty around the globe are female (International Labor Organization, 2008). Another International Labor Organization (2009) study estimated women accounted for two thirds of the 1.4 billion people currently living in extreme poverty. Given the poverty and extreme poverty factors, traffickers primarily target women because they are disproportionately vulnerable to being preyed upon.

In many countries this is compounded by gender discrimination, lack of equal rights, and gender issues being underaddressed by government. These factors impede female populations in many countries from gaining access to employment, educational opportunities, and other resources (Advocates for Human Rights, 2010). Throughout the world, females are known to be economically vulnerable and are the ideal choice for the predominately male-driven underground trafficking network.

The general consensus of government and advocacy groups is that 80% of all people who are trafficked for any type of forced work are female; 70% of those women and girls end up being forced into the sex industry (United States Department of State, 2005). The remaining percentage of women and girls end up working as cooks, childcare

providers, housekeepers, and used in other domestic work capacities. Young females are bought and sold anywhere from as low as \$36 US dollars to upwards of several hundred dollars for special orders such as requests for certain physical features, a specific ethnic background preference, or extreme youth. Traffickers spend an average of \$90 per human slave sold around the world (Free the Slaves, n.d.).

This multibillion dollar industry has a target victim that goes beyond the preference for females. Girls who are coming of age or are just entering puberty are the most vulnerable to the sex trade market. Trafficking traders look to purchase young females, typically ranging from 12–17 years of age. There are pockets of fetish trafficking for very young girls and boys, but in general there is smaller demand for children younger than 12 and women once they are over 20. This preferential age group to purchase young to late teens is standard for both the international and domestic CSE victims (Smith, Healy Vardaman, & Snow, 2009).

Traffickers are able to access this preferential age group globally because children in many countries do not have birth registrations. A birth registration is an official recording of a child's birth by a government agency (Todres, 2006). In countries that use birth registration, it is more difficult to move victims without detection, so traffickers focus on economically unstable countries that do not have mature documentation practices in places such as South Asian and sub-Saharan Africa regions (United Nations Children's Fund, 2013).

Child prostitution is easily recognized in countries like Thailand, but many people in the US fail to understand that it is happening within their own borders. The problem is not a new to most of the global community. The sexual exploitation of children by

means of prostitution is an old problem. In almost all countries (including places such as Thailand, United States, Japan, India, etc.) prostitution is part of their history and culture, existing for hundreds of years. Prostitution is one of the more popular forms for human trafficking, also referred to as modern-day slavery. Modern-day slavery occurs worldwide and is generally carried out in one of the following forms: bonded or debt labor, forced labor, child labor, forced marriage, contract slavery, or sex trafficking and sex tourism.

Victims of trafficking can be found in all types of establishments and locations, in rural, suburban and urban settings, on streets, in houses, in trailers, and on farms (United Methodist Women's Action Network, 2014). However, a common response to discussions around trafficking and prostitution in the US is that prostitution is a problem in other countries and big cities. Prostitution and trafficking are prevalent everywhere in the US, although the average US citizen does not believe it happens in their community. The researcher for this study experienced this common lack of awareness throughout the 18-month research period in her interactions with the general population.

Globally, CSE is male dominated, as men are the purchasers and drivers of demand; this is also true for fractional percent of boys and men who are affected by prostitution and sex trafficking (International Labour Organization, 2008). Studies involving women driving the prostitution and CSE trafficking demand were not readily available, but this does not mean that women are not purchasers, as they may also add to the demand of those prostituted and commercially sexually exploited. Some studies pointed to the US male population as a large driver for consumption and feeding of the sex industry demand for women and girls globally and domestically (Miko & Park,

2012). An example of US men driving consumption internationally can be seen in our foreign military presence. In the 1980s, the US Subic Bay Naval Base situated in the Philippines was the largest US military base outside of the US with an estimated \$500 million USD generated by the brothels surrounding it. Local traffickers and brothel owners engaged in the business of buying and selling women and girls to meet the demands of the servicemen stationed there (Equality Now, 2013).

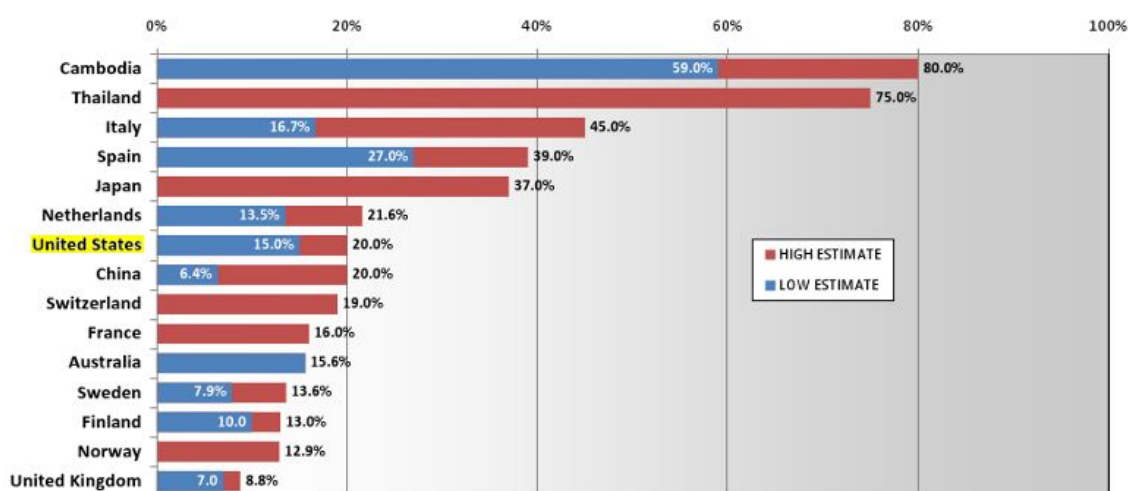


Figure 1. The Johns chart: Percentage of men (by country) who paid for sex at least once.

Note. From *ProCon.org* (para. 2), by ProCon.org, 2011, Santa Monica, CA: Author. Copyright 2011 by ProCon.org. Reprinted with permission.

Countries with more wealth play a proportionate role in the continued existence of prostitution and CSE of women and girls by the population percentages; however, these are not always the countries with the most systemic problem. Figure 1 represents 15 countries in a study on men known as “Johns” and their habits of purchasing women prostitutes.

Domestic Overview

Most Americans fail to acknowledge the lack of victim choice when it comes to trafficking and domestic prostitution. The idea of forced prostitution is misunderstood as

being the victims' choice or seen as something that rarely happens. Only in recent years small pockets of the mainstream population have begun to take interest in the trafficking and prostitution phenomenon. This is due in part to the help of publication campaigns and specials by major television networks such like MSNBC and social media; an example is provided in Figure 2, which presents an image from Shared Hope International's various awareness campaigns. In general, however, a great percentage of US citizens do not understand how trafficking relates to prostitution.



Figure 2. SharedHope poster.

Note. From *Shared Hope International Facebook Page*, by Shared Hope International, n.d., Vancouver, WA: Shared Hope International. Copyright 2014 by Shared Hope International. Reprinted with permission.

There are popular views in the US regarding prostitution and sex trafficking.

Many human rights advocates view sex trafficking as different from prostitution, because

sex trafficking is a commercial sex act induced by force, fraud, or coercion, or in which the person induced to perform such an act is younger than 18 years of age (Human Smuggling and Trafficking Center, 2008). Many US citizens also see sex trafficking as an epidemic for foreign-born persons or as a problem that occurs in different countries. US citizens also believe that those who fall victim to trafficking make poor decisions or could have avoided the situation, but these views are misconceptions by the general public. This is, however, a false distinction between prostitution and trafficking, which has hindered efforts to abolish prostitution. This perpetuates the problem in the US of the prostitution of children younger than 18 years of age not being recognized as a form of human trafficking (Clawson, Dutch, Salomon, & Goldblatt Grace, 2009b). The word trafficking has been used by the sex industry promoters to separate “innocent” victims of trafficking from women who choose prostitution (Farley, 2006). Based upon the literature reviewed, it appears that this second school of thought has more validity.

Documentation of life circumstances and traumatic events in numerous studies reflect that there is less choice for entrance into prostitution than the average and overall uninformed person realizes. There are high levels of sexual abuse in the backgrounds of women who end up in the sex industry (Raymond, Hughes, & Gomez, 2001). For example, a conservative estimate is that 38% of international women and 65% of US women reported childhood sexual molestation, rape, or incest (Raymond et al., 2001). These numbers fluctuate depending on the interviewee pool. For those women and girls facing this situation, entrance into prostitution is an all too common result from a lack of choice or options and a predisposed vulnerability.

Making poor decisions is not a main causal factor that leads adult women and minors to becoming trafficking or prostitution victims; however, being poor or sexually abused as children are primary root causes that correlate to women falling into victimization situations internationally and domestically (Boyer, 2008). Poverty is overall the largest driver and, as mentioned earlier, the majority of the world's poorest populations are women and girls (Smee & Woodroffe, 2013). Poverty is also major risk factor for young female US citizens. Being domestically at risk results from being born into or living in low-income, low socioeconomic situations (Griggs & Walker, 2008).

As touched on in proceeding paragraphs, a major factor repeatedly called out in multiple studies is the percentage of women who were sexually abused as children that become vulnerable to trafficking and prostitution. Studies consistently state higher occurrence rates of movement into prostitution when sexually abused as children (Kóvári & Pruyt, 2012). These statistics have held true for decades; 30 years ago the numbers were just as bleak and reflected that 70% of the adult women in prostitution said that their childhood sexual abuse led to entry into prostitution (Silbert & Pines, 1983). The history of child physical and sexual abuse in the home or the extended family is also common for young US citizens who have fallen into prostitution (Smith et al., 2009).

Research indicated that most US minor victims of prostitution and sexual trafficking have an average entry age of 12–14 years old into the sex trade (Smith et al., 2009). Many DMST victims are youth in the child welfare system or runaways, but some are recruited from middleclass homes as well. The young age of entry into human sex trafficking and prostitution further complicates the scope, size, and complexities of the epidemic. DMST is the CSE of American children within US borders (Grimes, Dillon, &

Tinsley, 2011). It is the “recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act” (Victims of Trafficking and Violence Protection Act, 2000, Sec. 103[8][B]) where the person is a US citizen or lawful permanent resident under the age of 18 years.

The victims are more easily groomed when targeted as minors from vulnerable backgrounds. The grooming process is something done by trafficking perpetrators to lure girls into a trusting and usually romantic situation that includes spoiling the young woman for a brief amount of time and leading her to believe that the predator is her boyfriend (Williams & Frederick, 2009). In many cases the psychological steps to execute this manipulation also use threat of danger to the girl or her family to keep the minor women complacent. The threat of exposing the DMST girls’ sexual activities to her family is also an effective and common scheme used by those in control. The following items are factors that minor girls at risk usually display:

- Staying out excessively late, unexplained absences from home, running away
- Associating with an older crowd, especially older men
- Sexual activity with older men
- Withdrawal from family and former friends
- Involvement in drug/alcohol use
- A sudden deterioration of performance in school or dropping out
- Unexplained possession of gifts and money
- Secrecy concerning their whereabouts and who they are associating with. (Human Smuggling and Trafficking Center, 2008, p. 6)

Many nonprofits and NGOs seek to educate vulnerable populations through outreach efforts. Much of the work done with the estimated 100,000 US children being exploited through pornography or prostitution every year is via posttrafficking or active prostitution outreach work (Shared Hope International, 2014). The focus of the nonprofit

studied within this research project centers around the outreach workers helping these sexually exploited youth.

There are NGO and nonprofit organizations working with dedicated direction to this type of outreach due to the large need. Some examples of education are informational programs for youth education in primary and secondary schools, men's accountability training such as John Schools, and public awareness forums hosted by nonprofits or universities. Examples of outreach are areas of survivor services, which include counseling, job training, shelter and safety support, and art therapy.

These efforts are of great importance because once a victim enters into a DMST situation it is hard to remove the youth from the cycle. Trafficking is a highly organized crime (United Nations Office on Drugs and Crime, 2009). At a meeting on trafficking in women and children, Secretary of State Madeleine K. Albright stated,

One of the things that I've been trying to do is to get people to understand the seriousness of trafficking and that it is now the third largest source of profits for international organized crime, behind only drugs and guns. It is perhaps the fastest growing criminal enterprise in the world, and to one degree or another, it afflicts every nation, including the United States. But most governments — including my own — are only at the early stages of attempting to address the problem. (“Albright remarks”, 2000, para. 13)

Due to the organized crime networks, helping trafficked females is often times too dangerous of a venture for outreach organizations to actively participate in, unless done through supporting formal state or governmental task forces.

Challenges of traumatic stress in trafficked youth in the US Youth who are involved in DMST undergo a great degree of traumatic stress.

Going through trauma is not rare. About 6 of every 10 (or 60%) of men and 5 of every 10 (or 50%) of women experience at least one trauma in their lives. Women are more likely to experience sexual assault and child sexual abuse. Men are more

likely to experience accidents, physical assault, combat, disaster, or to witness death or injury. (United States Department of Veterans Affairs, 2014, para. 2)

Women (10.4%) were more than twice as likely as men (5%) to have posttraumatic stress disorder (PTSD) at some point in their lives (Kessler, Sonnega, Bromet, Hughes, & Nelson, 1995). It was not until the women's liberation movement of the 1970s that researchers recognized that the most common cases of PTSD are not of men in war, but women in civilian life (Herman, 1992).

Many studies on women who have been prostituted and trafficked reflect high rates of PTSD. A 2008 study showed that 68% of prostitution respondents interviewed met criteria for a PTSD diagnosis and 76% met criteria for partial PTSD (Farley & Barkan, 2008). Prolonged and repeated trauma usually precedes entry into prostitution (Farley et al., 2004). This is mentioned because an agreed-upon and generally accepted understanding by those researching and working in organizations trying to combat trafficking and prostitution is that violence and rape is commonplace in prostitution, whether it is legal or illegal (Farley, 2006).

PTSD may be especially severe or long lasting when the stressor is planned and implemented by humans such as cases of war, rape, incest, battery, or prostitution, rather than natural catastrophes (Jung, Song, Chong, Seo, & Chae, 2008). The rate of violence within prostitution is staggering; it ranges within in the 80 percentile of women self-reporting as victims of violence while being prostituted (Jung et al., 2008). These figures apply across women in multiple countries globally as well as domestically. It is a standard grooming practice for women to have close watch over them while they work as prostitutes. Often, female victims are made to believe that if they disobey or break rules they will be physically harmed. The threats of physical harm as well as the manifestation

of that physical harm is one of the factors that lead 89% women to self-report in studies that they want to leave prostitution, but do not feel that they have other options for survival (Farley, 2006).

PTSD “is a mental health condition that’s triggered by a terrifying event. . . . Symptoms may include flashbacks, nightmares and severe anxiety, as well as uncontrollable thoughts about the event” (Mayo Clinic, 2014, para. 1). However, with trafficking and prostitution the condition symptoms worsen due to the prolonged and repeated exposure and occurrence rates; “Specific symptoms exhibited by victims can include nightmares, difficulty concentrating, becoming easily upset, and having difficulty relaxing” (Clawson et al., 2009a, “Needs of International,” para. 4). Additionally, prostituted women experience extreme emotional distress of a wide array of issues such as hopelessness, anger, anxiety, depression, insomnia, numbness, disconnection states, and hyperalertness to name some of the possible manifestations (Clawson et al., 2009a).

Depending of the amount of torture and physical abuse a victim incurred, PTSD in trafficked victims can also present as types of physical pain (Farley & Barkan, 2008). Social services workers reported common knowledge of injuries sustained by women in the sex industry (Herman, 2004). The following are figures collected by social service workers on female prostitute injuries: 62% reported broken bones, 81% bruises, 60% head injuries, 50% mouth and teeth injuries, 73% vaginal bleeding, 13% pain in the vaginal or cervical area, 43% other bleeding, and 86% other injuries (Raymond et al., 2001). Prostituted women also reported illnesses such as kidney problems, upper respiratory ailments, bronchitis, and hepatitis (Raymond et al., 2001).

The torture and physical abuse that comes with prostitution does not happen by chance. Research has shown long-term PTSD stressors are inflicted by the male population that groom females through sexual assault starting from childhood (Farley & Barkan, 2008). It is a vicious cycle that has yet to be combated effectively. This is highlighted by the fact that most people working as prostitutes have a history of childhood physical and sexual abuse (Farley & Barkan, 2008).

The symptoms of PTSD increase over time as women are forced to spend longer periods of time in trafficking or prostitution situations (Jung et al., 2008). Increases in the PTSD symptoms are attributed to the torture these females are subjected to such as verbal sexual harassment, forced nudity, rape, sexual mocking, and physical sexual assault (Farley, 2006), as well as lack of access to food and basic hygiene. There are higher occurrences of multiple traumas related to length of time in prostitution and the subsequent risk of developing PTSD and increased severity of the symptoms (Jung et al., 2008).

Understanding PTSD associated with trafficking and prostitution is important in aiding recovery once a woman is removed from the trauma inducing lifestyle. In the US and other developed countries, women generally have access to resources to aid in recovery. While these resources are scarce, many states and large cities such as Seattle are working to raise awareness, advocacy, and recovery services.

Washington State and the Greater Seattle Area. As previously mentioned, there seems to be a common misunderstanding that most females actively choose a life of prostitution. This point of discussion arose many times during this research. When talking about trafficking and prostitution locally in Seattle, most people raise the question,

“Aren’t the prostitutes you see downtown doing it by choice?” Answering that question is at best complicated. This is because most DMST females will not identify themselves as victims if picked up by law enforcement. Additionally, youth, when picked up by law enforcement, are typically arrested for non-prostitution-related offenses (Boyer, 2008). It is understandable why minors do not self-identify as victims; although Washington’s human trafficking law includes exploitation for commercial sex acts, the victim must provide proof that force, fraud, or coercion was used, even when the victim is a minor (Shared Hope International, 2012).

Another reason youth may not let their prostitution histories be known is due to the fear of consequences for themselves and others if they try to leave a trafficking scenario. In the US, pimps are one common deterrent to leaving prostitution; 75% of international and 64% of US women reported that people who recruited or trafficked them were connected to pimps in the US sex industry (Raymond et al., 2001). Pimps often use some form of deceit, lies, manipulation, threats, or violence towards the women or girls they are attempting to control (Polaris Project, 2014).

When a victim reaches out, authorities must move quickly, because the strong network of traffickers can and do easily move women from a city or state on little notice. Washington State falls within one well-known trafficking network called the Western Circuit. The Western Circuit includes Seattle, Washington; Portland, Oregon; San Francisco, Los Angeles, and San Diego, California; Hawaii; Phoenix, Arizona; Denver, Colorado; and Salt Lake City, Utah; and extends internationally up to Vancouver, Canada (Snow, 2008). In Washington State, human trafficking laws recognize that domestic trafficking is the largest type of human trafficking that occurs and the state does not

require that a person be moved over country or state borders to invoke the protections of Washington law (Pham, 2012). There are limitations to the laws because minors are still arrested for solicitation of prostitution and enter into the criminal justice system as offenders instead of being categorized as victims.

For the purposes of scope, size, and complexity of studying DMST and adult CSE women, the focus of this research study was narrowed to look more closely at commercially sexually exploited females from the state of Washington, with emphasis on the Greater Seattle Area. NGOs and nonprofit organizations that serve children and women believe that the law enforcement reports about trafficking and prostitution involvement by youth are underreported. Research efforts commissioned by the City of Seattle suggest that the estimate of youth involved in prostitution in the Seattle area is 300–500 at any given time (Boyer, 2008).

CSE of domestic minors being sex trafficked is a growing area of awareness and activism in Seattle and other cities. CSE describes the commercial transaction that takes place on the basis of the sexual act with the individual where the individual is treated as a commodity and monetary gains are benefitted by a third party, such as a pimp or trafficker (Pham, 2012). The longer a DMST youth is subjected to CSE, the higher the rates and complexity of traumatic stress occurrences. Although there is an infrastructure for youth services, the responsibility for prevention of prostitution and trafficking is placed on the victims.

Seattle, among other cities, fails to outline outreach frameworks that address how a DMST youth can avoid falling prey to pimps and traffickers. However, new efforts in recent years have emerged, helping to bring awareness to the public through print media

campaigns. One campaign that is getting much public acknowledgement through the teaming efforts of the grassroots organization Seattle Against Slavery and King County is *Help Stop Human Trafficking* (King County, 2014). The campaign was launched on National Human Trafficking Awareness Day, January 11, 2013. Figure 3 presents an image example of the signage on 200 metro buses that run throughout the Seattle area; posters were placed to raise awareness of this important issue in the community.

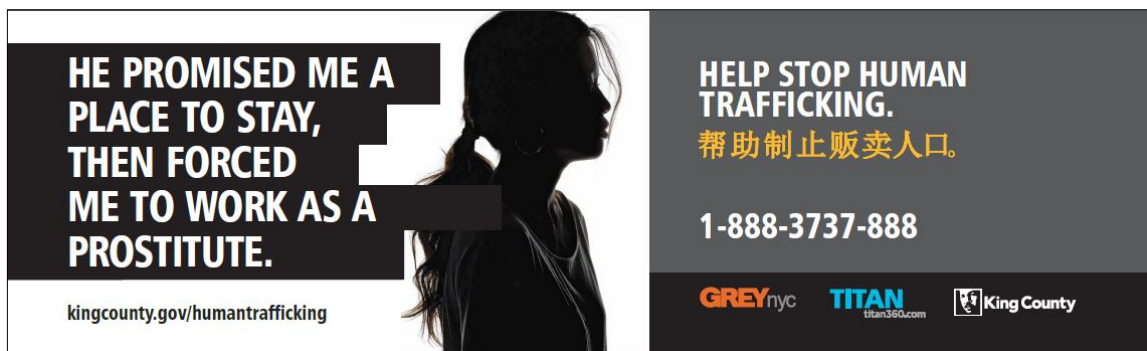


Figure 3. Poster to from the Help Stop Human Trafficking campaign.

Note. From *Help Stop Human Trafficking* (Poster Downloads section, Poster #2), by King County, 2014, Seattle, WA: King County. Copyright 2014 by King County. Reprinted with permission.

The media campaigns are positive steps in public awareness and are still actively posted on buses in King County in 2014. However, advocate resources agree that more still needs to be done to address the gaps in support for those DMST youth that have already fallen victim to CSE circumstances (Clawson & Dutch, 2008). The City of Seattle Health and Human Services Department has a Domestic Violence and Sexual Assault Prevention Unit. In the last few years, this unit has completed a local assessment and studied the framework around sex trafficking of minors in King County centered on the City of Seattle (Pham, 2012). The assessment was a big step forward in understanding the DMST issues occurring in the region, but there are limitations to the report. The

Seattle Human Services Department's central focus is on social services delivery and response in Seattle–King County, and the assessment was conducted from that perspective (Pham, 2012).

One positive outcome of this assessment was the subsequent identification of gaps in current public health response systems in areas such as prevention, intervention, and response strategies. This thesis examined creation of successful collaboration and best practices when working in the areas of prevention, intervention, and response strategies to the survivors of trafficking and prostitution. Understanding these areas will also help to highlight where the greatest barriers and gaps still remain. A better understanding of what is being done, what is working, and where more work is needed will further enhance the strategic framework and support collaboration internally and eventually transorganizationally with DMST for Seattle's nonprofit organizations. The nonprofit board members and volunteer staff who were interviewed for this study were sought out because of their expertise in Seattle social services work with women and female minors who have been trafficked and prostituted.

Seattle Organizations working to close the support and awareness gaps. OPS and YouthCare are two nonprofit models located in the Greater Seattle Area that warrant a closer look with their outreach of DMST and CSE victims. OPS was cofounded by a prostitution survivor working at YouthCare by the name of Noel Gomez and by Peter Qualliotine during the spring of 2012 (Organization for Prostitution Survivors, 2013). The goal of OPS, which is largely run by survivors, is to address the gaps in support for the largely female CSE population. OPS has three areas of focus: (a) survivor services;

(b) men's accountability; and (c) communication education, public policy, and social change (Organization for Prostitution Survivors, 2013).

YouthCare is a local NGO located in the City of Seattle. Homeless youth are the focus of outreach at YouthCare. The purpose of YouthCare is to get homeless youth off the streets and prepared for life. While the organization works hard to be a frontline of protection and resource for youth, the organization has dedicated staff and supplemental programs that are uniquely targeted towards engagement, stabilization, and preparing for independent life off the streets (YouthCare, 2013). YouthCare was a first choice for this research project because of the staff's reputation and work they do via *The Bridge Program*, which provides shelter and recovery for youth who have fallen victim to sexual exploitation (YouthCare, 2013).

There should be multiple resources for the youth of every state. The issues of homelessness and DMST may not touch the average citizen, so citizens might assume that multiple resources are available for residents near large cities such as Seattle, Washington. Unfortunately, the only program in Washington State providing dedicated residential services (including emergency shelter and long-term housing) to minors who have experienced sexual exploitation is the YouthCare Bridge Program (YouthCare, 2013).

OPS was selected based on interest and potential benefit of participating in an action research study. OPS is only 2 years old and in early stages of the organizational development. There is a large demand on OPS for growth from state and local government, as well as by the survivor population. A mix of prostitution survivors and social services workers comprise the volunteer and employee staff for OPS.

The board for OPS were all nonsurvivors until the spring of 2014 when a survivor joined the board. Previous to survivor representation on the board the divide between social work background board and survivor-based volunteers caused a divide in focus, collaboration, and ability to share best practices (OPS board member, personal communication, April 29, 2014). These factors were ultimately the reason this research was done on OPS and remained a single organizational study. The researcher is a volunteer in the ecosystem of these organizations and through conversation with leaders and other stakeholders identified this organization as a good candidate for the study.

Framing the Research: Overview of Action Research and Appreciative Inquiry

Action research is the methodology for the thesis. The goal of this action research project was to evaluate OPS and to provide a feedback session to help OPS prioritize areas of improvement that will best support the growing organization in the immediate future. The action research cycle at OPS consisted of four stages and required participative interactions by the OPS board and staff member during the feedback session.

The questions were designed to identify what was already working well within the organization. Using this approach in the creation of the survey provided rich detailed feedback that allowed for an in-depth analysis of the themes and patterns that arose. The design helped to determine what could be expanded upon and identified gaps through seeking affirming patterns and sharing of collaboration and best practices.

Current Best Practices

Current best practices for combating CSE of women and trafficking in general are mainly published by large global or domestic nonprofit organizations or research groups.

Examples of organizations that have studied best practice extensively are Shared Hope International, which supports both global and national studies, and the Protection Project, which has a global and national focus. In 2012, the Protection Project published the *100 Best Practices in Combating Trafficking in Persons* report, which evaluated 100 NGOs, non-profits, and outreach groups and the way each group works to address trafficking (The Protection Project at Johns Hopkins University, 2012). Regarding local best practices, much of the sharing that occurs involves interactive formats such as documentary screenings and panel discussions, booths at awareness fairs, phone conversations, or face-to-face dialog.

Gaps in Knowledge

In recent years progress has been made via growing focus by governments, NGOs, and nonprofits to bring awareness about the harm of human trafficking for the purposes of CSE and prostitution. However, there are still many gaps in legislation, mainstream media coverage, and government communication in most nations of our global community, which limit significant progress in ending this systemic problem. The researcher's viewpoint from performing the literature review is that the problem stems from an inability to educate countries and people of the benefit brought to a nation when women have rights and are educated; these two areas have a direct link to decreasing trafficking and prostitution.

In conducting the literature review, the researcher also found gaps relating to strong support by male-run organizations; most of the organizations found globally, domestically, and locally to the Seattle area were overwhelmingly supported by female founders, board members, staff and volunteers. Encouraging men to play a more active

role in addressing CSE is critical in ensuring greater success in stopping the victimization of millions of people, especially internationally. OPS's focus on men's accountability and community education works to address the gender support gap, but more remains to be done.

A reason why this study focuses on male perpetrators is due to a lack of data on women abusers. The literature reviewed reported only fractional amount of sexual abuse and prostitution that is driven by the female population both globally and domestically (Smee & Woodroffe, 2013). In conducting the literature review, almost no studies were found relating to the CSE of men and boys; again this could be due to the much smaller population by percentile of males impacted in comparison to females who are CSE through trafficking and prostitution. It is the hope of the researcher that future research in this area will be done.

This research study addresses the gap in the literature and was conducted in an effort to gain greater understanding of PTSD and secondary trauma. Literature on PTSD and trauma studies of military veterans were amply available. PTSD and trauma studies of prostitution and trafficking victims seemed like an area in which further investigation could prove to be helpful during OPS's delivery of services. This viewpoint arose because the researcher found through the literature review that civilian women, rather than male veterans, make up a larger percentage of the PTSD affected population. Funded studies on PTSD's effects on the veteran community should be leveraged to fill the knowledge gaps around PTSD found in women survivors of trafficking and prostitution; in addition, future studies dealing trafficked women's PTSD manifestations need to be conducted in greater depth.

Summary

The amount of focus on studies, reporting, and prevention of human trafficking and prostitution is gaining momentum. However, more work in combating trafficking on the international and domestic level still needs to occur. Besides increased awareness and education, understanding the problem and gaining global support for proactive measures will help to slow the torrent of abuse. This is an important element to help prevent future generations of girls from falling into victimized trafficking and prostitution situations that result in PTSD. Global and domestic focus on the advancement of women's empowerment will help reduce the occurrence of trafficking and resulting PTSD. This includes increasing access to and control over resources needed for basic self-sufficiency, meaningful political participation, the reduction of women's unpaid care responsibilities, and the ability to have control over the own bodies, such as living free from violence and having the freedom in making decisions in relation to fertility (Smee & Woodroffe, 2013).

Chapter 3

Research Methodology

Purpose

The purpose of this action research study was to determine what is working well in areas of collaboration, best practices, and standards within the OPS and can be expanded on or shared. OPS works with commercial sexually exploited women in Seattle. The organization provides survivor services as well men's accountability training and other community education. OPS also works with local and state governments on public policy and social change efforts.

This study created a baseline understanding of how OPS board members and volunteers currently approach their work in the health and human support services sector with victims of CSE. This study helped to initiate dialog about how OPS can do more transorganizational sharing with the City of Seattle as well as national nonprofits with complimentary missions. The collected qualitative data revealed trends and themes that identified areas within OPS that can benefit from greater focus on common, repeatable collaboration, and best practices in the future. The knowledge gained from each of the participants was analyzed and summarized for the organization's benefit and presented back to OPS in a session during the spring of 2014.

Researched Organization

As stated earlier in the literature review, one of the reasons the researcher was drawn to the OPS is the strong survivor-based support services and advocacy the nonprofit provides. The board of directors was formed almost 3 years ago. Most of OPS's current members joined alongside the two cofounders, Noel Gomez and Peter F.

Qualliotine. OPS has lost approximately one third of board membership over the last 2 years, which made it a good candidate for the study, since the board and staff currently cannot manage the demand. Some stability is provided to OPS through Debra Boyer, the Executive Director, who has helped guide the young nonprofit for the past 2 years.

OPS works to understand the local implications of trafficking and prostitution and how to combat. As stated previously, OPS addresses three focus areas: (a) survivor services; (b) men's accountability, and (c) community education, public policy, and social change (Organization for Prostitution Survivors, 2013). Individuals who seek support can access OPS survivor services in various ways, including drop-in services two times a week, weekly support groups, and weekly art therapy workshops.

Due to budgetary constraints, the organization has dozens of volunteers, but just a handful of full-time or contract paid staff. OPS staff work with hundreds of survivors annually, and have a growing demand in Seattle and the greater King County area for the expansion of John Schools for educating sex buyers after arrest. In conducting this study, the researcher strove to help the nonprofit find ways to sustain their current rate of growth.

Methodology

The goal of this action research project was to evaluate OPS staff's perceptions of organizational best practices and collaboration, personal best practices and habits, personal best practices sharing at OPS, and how trauma affects providing this outreach. The researcher concluded the study with a feedback session to help OPS prioritize areas of improvement that will best support the growing organization in the immediate future. This was achieved by running OPS through an action research cycle. The cycle consists

of four stages and required participative interactions by the OPS board and staff members. The researcher acted as an agent of change by conducting research in tandem with the intervention. The four general stages of the action research cycle are as follows: the planning stage, the acting stage, the developing stage, and the reflecting stage (Mertler, 2010). Additionally, there are nine specific steps that comprise the process of action research. The nine steps are as follows:

1. Identifying and limiting the topic . . .
2. Gathering information . . .
3. Reviewing the related literature . . .
4. Developing a research plan . . .
5. Implementing the plan and collecting data . . .
6. Analyzing the data . . .
7. Developing an action plan . . .
8. Sharing and communicating the results . . .
9. Reflecting on the process. (Mertler, 2010, p. 36)

Research Design

Qualitative research was the main style of question design used as this study's design approach. As such, the data had a subjective-based evaluation from the lens of the researcher's personal analysis thought process versus relying on numeric data for the analysis. Dick (2010) noted that qualitative data could be easier for the intended audience to understand than quantitative. Therefore, while action research allows for both quantitative and qualitative data during an action research cycle, the researcher mainly collected qualitative data. Content analysis was used to summarize comments into meaningful categories (Cummings & Worley, 2011). The researcher conducted "careful, diligent inquiry . . . to acquire information . . . [for] practical application to the solution of specific problems related to [the organization's] work" (Stringer, as cited in Punch, 2005, p. 160).

The action research survey used appreciative questions to focus on the positive approaches of how participants complete their work. This generative approach can be shared transorganizationally within Seattle’s prostitution and trafficking victim advocacy support community. The design helped to gain understanding of “if” and “how” participants are sharing their personal techniques when providing outreach to sex trafficking and prostitution survivors in the greater Seattle area of Washington State.

The appreciative inquiry lens of the design helped to determine what could be expanded upon and where there were gaps. This is because appreciative questions helped to determine affirming patterns in OPS’s collaboration and best practices. The organization has begun to scale in size as it encounters success in its three focus areas; therefore, this baseline study was a good first step towards understanding how to manage future growth at OPS. For these reasons stated, action research and use of an appreciative lens were the chosen design to capture how OPS board members and staff applied collaboration and best practices.

Measure

Qualitative data were collected through an online survey. The survey was created in Qualtrics (2014), then followed by a face-to-face feedback session with survey participants. During the feedback session, major themes and trends were discussed. It included possible next steps in areas that might be beneficial to use when scaling due to the demand for growth in the organization’s three focus areas. Future considerations and opportunities for discovery were also part of the feedback session summary.

The Qualtrics (2014) survey consisted of 13 questions in total. Two of the questions were multiple choice, which were included for the purposes of gaining the OPS

organizational board members' and volunteer staff's baseline understanding of their participation in best practices and sharing of collaborative strategies. The remaining 11 questions were open-ended style and encouraged paragraph answers within free text fields. This was done with the intention of invoking participants to provide richer detail than multiple-choice answers could reveal during data analysis.

Once the survey data gathering was completed, analyzed content was grouped into themes and trends; the themes and categorizing themes were validated with the main contact at OPS via email and then with the executive director in person. The patterns were then built upon for future organizational successes with collaboration and best practices. Elements of the themes and trends were combined into a synthesis summary for the feedback session, which targeted future strategies and next steps for OPS. These next steps were centered on how to build upon what is working in the way of successful collaboration and best practices. The summary given at the OPS feedback session is discussed in greater detail in Chapters 4 and 5.

Research Question

The question being researched was: What creates successful collaboration and best practice sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community?

Research Sample and Setting – Survey

In total, 16 participants from the OPS took the online survey. The first nine potential survey participants were those serving on the board of directors for the organization. The seven additional potential survey participants were OPS paid and unpaid staff members. The survey participants were chosen by the OPS point of contact

for coordination and communication flow over the duration of the research study. The main point of contact is a subject matter expert in human trafficking and prostitution advocacy, as well as one of the nonprofit leaders serving OPS's board of directors.

Participants took an online survey created via Qualtrics (2014). Use of an online survey tool was the preferred method of delivery for the participants from OPS over the alternative intervention format of a face-to-face questionnaire session. The OPS representative contact and the executive director chose the online survey approach to encourage all survey respondents to speak freely. This was done to help mitigate the concern about introverted participants not contributing vocally over extroverted participants in a large-group setting.

Research Sample and Setting – Feedback Session

On May 27, 2014, the researcher attended the monthly meeting and shared initial high-level verbal summary points with the OPS board. Next, a face-to-face feedback session was conducted with the executive director and board of director's vice president in June 2014. In July 2014, an additional feedback session was held at the OPS office in Seattle, Washington, during the board's monthly meeting with an expanded audience that included members from both board of directors as well as staff from OPS. The document was delivered to OPS board members and staff electronically via email during the month of June 2014. Hard copies were also distributed to attendees of the face-to-face feedback session (Appendix A).

Survey Protocol

The survey was vetted by the researcher's thesis advisor from Pepperdine University's Masters of Science Program, the researcher's liaison contact, and an

additional OPS board member from whom approval was sought before distribution within the organization. All survey-vetting stakeholders worked to ensure the majority of the survey would be conducted in an open text unstructured approach to allow for in-depth answers that can be expanded upon in detail. The purpose and confidentiality statement as well as the time lines to open and close the survey were also approved through the three stakeholders who vetted the survey.

Data Analysis

As mentioned in the Methodology section found in Chapter 1, the qualitative approach was coupled with the appreciative lens throughout the four stages of the action research cycle. This was done to determine what has been working well within OPS as the analysis was conducted. To identify these categories, patterns, and themes, the researcher first read through the OPS research survey findings. Then, upon the second and subsequent reading passes, the researcher was able to pull out the major themes that began to present themselves.

Data analysis involved viewing each input as a separate component that could be categorized and by ensuring the study was done with accuracy and credibility built into its measurement methods. When conducting the study, the researcher “recognize[d] that the universe they are observing is a messy, unreliable entity, and thus, they need to look for repeating patterns and themes to help them understand it” (Johnson, 2002, p. 81).

The data also highlighted gaps that could be addressed in the future. Once the data were collected and synthesized the action research loop was completed in the summary feedback session with the OPS, which took place May of 2014.

Survey Questions

The survey questions can be found in Appendix B; below are some examples of the survey questions in which OPS participants were asked to provide essay-style answers. Categories for the questions addressed the following areas: organizational best practices and collaboration habits, personal practices and habits, and personal best practices.

There were initially 15 survey questions; however, during the third round of vetting, it was concluded that two areas of inquiry were completely lacking within the OPS organizational structure and no additional data could be provided by survey participants. Due to this discovery, two questions were removed from the survey prior to the final survey release. The first question removed was: “Is there are single source repository that you can access for locating OPS best practices or standard documentation?” The reasoning for the removal came from email feedback from the main OPS liaison that “OPS does not have this set up yet at all. . . . There is no single source and very little standardized documentation” (OPS Executive Board, Vice President, personal communication, April 9, 2014).

The second question removed was: “Is there currently an organizational model used by OPS to help achieve success in the 3 strategic focus areas? (survivor services, men’s accountability, and community education; public policy; and social change).” The reasoning for this question removal was also due to email interactions with the main OPS liaison. She expressed in her email, “We do not yet have any program or an agency logic model. It is definitely a goal though” (OPS Executive Board, Vice President, personal communication, May 2, 2014). The researcher confirmed during a post survey face-to-

face meeting with OPS's Executive Director on May 16, 2014, that both a single source documentation repository and a formalized organizational model are still two crucial areas to address in the future.

The final survey consisted of 13 questions in April 2014 and remained open until the end of the first weekend in May 2014. A letter to the Organization of Prostitution Survivors (Appendix C) was imbedded in the survey release email, reinforcing privacy and purpose of the study. The removed questions highlighted two gaps within OPS prior the main survey release; as such, these areas are discussed in Chapter 4 were discovered during the research process and are important to the future growth within the organization. As detailed above, these gaps were uncovered during question vetting with the OPS liaison via phone calls, emails, and face-to-face conversations, and ultimately strengthened the study.

The survey took participants approximately 20 to 25 minutes to complete. In order to complete the survey, text was required in each answer field. This was outlined in the Purpose and Confidentiality Statement in which participants were encouraged to provide greater detail in their survey responses for the benefit of the organization.

Survey Purpose and Confidentially Statement

A Purpose and Confidentiality Statement for the Participants of OPS was inserted in the introductory messaging of the Qualtrics (2014) survey. The statement required acknowledgement by survey participants prior to their ability to view or begin answering survey questions. This was done to ensure that participants read and acknowledged the Purpose and Confidentiality Statement, which can be found in Appendix D.

Summary

OPS is a young but rapidly growing nonprofit. The organization needed to look at what was working well in terms of best practices and collaboration efforts. OPS needed to understand organizational gaps in regards to formal framework, a strategy for creating documenting or maintaining best practices, as well as effective ways to share collaboration successes in regards to prevention, intervention, and response strategies. This research study gave OPS the understanding of what they can capitalize on and also specified opportunities for improvement in the future as the nonprofit begins to scale up in size and acquire full-time paid staff.

Chapter 4

Results

This study sought to answer the research question: What creates successful collaboration and best practices sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community? This chapter presents findings of the study and describes the output results from the data collection.

Survey Participation

There was a response rate of seven participants providing complete surveys. The survey response window was 16 days long and ran from Monday, April 21, 2014, through the midnight on Wednesday, May 7, 2014. After the initial release of the survey, three reminders were sent out to help encourage completion of the survey.

Study Findings

The study findings are presented in three sections. First the organizational best practices and collaboration habits are discussed. Following that the personal practices and habits are discussed, and finally personal best practices are reviewed.

Organizational best practices and collaboration habits. The first survey question was a baseline question to gauge if OPS had clearly established best practices. This and Question 11 were multiple-choice questions. Question 1 question was: “When thinking about the Organization for Prostitution Survivors (OPS), do you feel that there are clearly established best practices?” For Questions 1, 4 of 5, participants chose responses that revealed a lack of consistency in understanding if there were clearly established best practices. Participants’ results for Question 1 are presented in Figure 4.

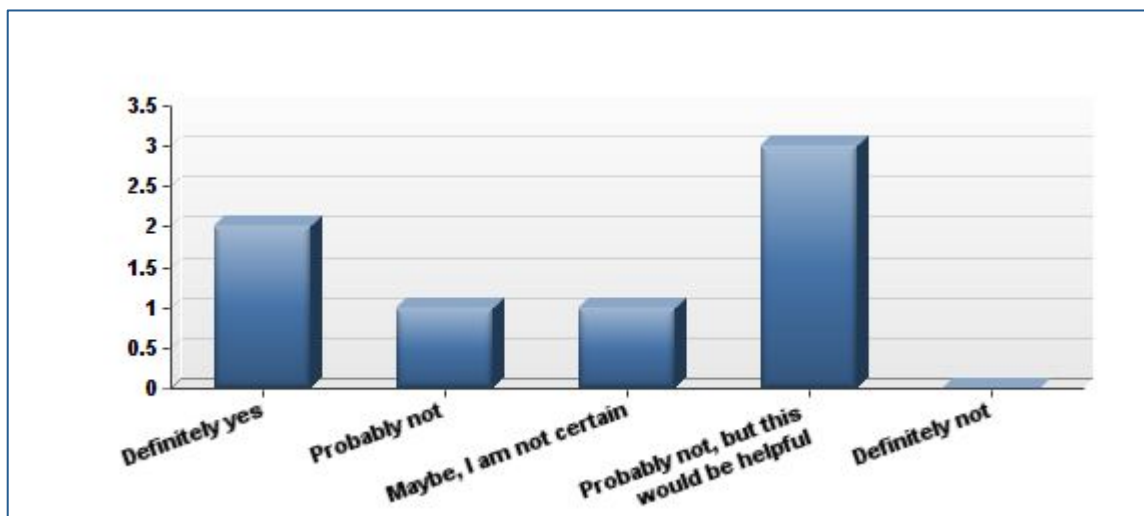


Figure 4. Response spread for established best practices.

This scattered understanding pattern that resulted from the data from Question 1 carried through as a general difference in point of view throughout the survey question responses. To the researcher this trend highlighted the need for organizational structure and support in developing of standardization and documented best practices. Once the baseline question was asked, OPS participants were next queried in Question 2 to share what worked well in regards to best practices and collaboration.

Four of the survey participants offered comments expressing that there was communication and best practices dialog between those working within OPS as board members or volunteers on a regular basis. The interpretation of the data indicated that best practices are verbally shared during OPS face-to-face interactions, but these practices are not documented in any common repository. Comments such as “communication is vibrant between all levels of the organization and allows for fluidity in suggestions and improvements, new ideas and new strategies” (Survey Respondent) helped to reinforce that view.

The Question 3 asked participants to think about the OPS best practices and collaboration that are working well, and asked them to identify if there were particular areas or services that they felt OPS should be expanding upon. Three themes arose from the responses to this question, and these are presented in Table 1.

Table 1.
OPS Best Practices and Collaborations That Are Working Well

Outreach Services	Partnerships	Administration
Extended drop-in hours	Partnerships with other Nonprofits	Case management
Permanent location for drop ins	Greater focused efforts with women of color groups	Strategy for OPS growth
Expand education offerings	Partnerships with survivor lead organizations	

Note. OPS = Organization for Prostitution Survivors.

Five of the survey participants noted the benefits of having a location for education, drop-in support, and basic services. Partnering of different types were brought up by five different participants and administrative aspects were only mentioned twice; however, administration was noted as a recurring area of need throughout the survey responses.

Question 4 sought out areas that OPS survey participants felt needed support in order for OPS to grow. Four themes arose from the survey responses, and these are presented in Table 2.

Table 2.
Areas within OPS that Participants Indicated Needed Support

Communication	Funding	Energy around OPS	Knowledge
Face to face	Stable funding base	Enthusiasm by board, staff, & volunteers	Diversified backgrounds
Openness of sharing what's working	Development of fundraising/Funding opportunities	Dedicated but need a clear path around the efforts	Organic evolution of idea generation
Internal communications structure	Repeatable/recurring fundraising sources	Need to focus energy around marketing and community engagement	Survivor Wisdom

Note. OPS = Organization for Prostitution Survivors.

OPS has committed people who make up the staff, volunteers, and board members and showed a theme of a self-organized system of collaboration. The largest concern for this question was funding. Funding and fundraising were mentioned by five survey participants, and structuring of the organization and defined roles within the OPS organization was a theme that arose in four participant responses.

Responses to Question 4 carried a theme over from Question 3, in which the researcher started to see an overall need for overall administration and strategy. One survey participant said, “We need a clear path to get those services in place in the long term. This all involves administrative work and infrastructure building.” Another survey respondent remarked, “We need someone to be in charge of development and someone to be in charge of Marketing/Community engagement.”

Question 5 looked at organizational best practices and collaboration habits at OPS for the work survey participants do with survivors of trafficking and prostitution. This question also looked for any examples, especially ones that included formal

documentation. The results revealed that there were interactions, brainstorming discussions, and feedback practiced by the survey participants, but little evidence in the way of documenting or putting ideas into a formal structure for sharing and future replication. Participants' responses to Question 5 did not produce any major themes other than to reflect mixed responses of yes's and no's with little expansion on why respondents answered in the way they did.

Personal practices and habits. Question 6 strived to gain understanding about the common strategies OPS staff and board members used when working with prostitution survivors. Responses spoke to the great care and understanding that OPS extends to its survivor clients. Most responses reinforced the belief that at OPS, they work as allies and work with a nonjudgmental lens, meeting "people where they are at" (Survey Respondent). Three themes arose from the results to this question (see Table 3), and again, as in other questions, administration is an area that is heavily pulled upon.

Table 3.
Common Strategy Practices

Relationship Building	Support	Administration
Establish trust	Peer Support	Fast Track referrals
Nonjudgmental	Support groups	Case management
Listening	Art therapy	

This amount of effort and care can be better understood through the detail one survey participant shared:

We are careful about language, careful to encourage survivors to take leadership roles within the organization, supportive of women who are still in the life by providing spaces (art workshop, survivor groups, drop in) where survivors can connect with other women with prostitution related experiences, share experiences, and build a greater sense of self through art and community.

OPS fills a void, offering safety, trust, listening, and care to CSE women that in many cases have found little to no support or resource options.

Question 7 asked survey participants their impressions of barriers to success that OPS faces in implementation of the three strategic focus areas of (a) survivor services; (b) men's accountability; and (c) community education, public policy, and social change in regards to collaboration, best practices, or organizational growth. Overwhelmingly, the answer was lack of stable funding for the difficult work OPS provides. The secondary theme for this question was gaining support and addressing government and societal social perceptions of prostitution. One respondent expressed, the "OPS primary barrier overall is a lack of sustainable funding. This population, has been historically underserved and, as a result, there are not established funding streams and a lack of foundation/private funding support."

Personal best practices. Question 8 focused more deeply on personal use of best practices at OPS and how they are shared. The survey feedback noted that sharing occurred in two major formats. The first was through face-to-face communications, which takes place at a monthly board meetings or through staff and board member retreats. The second was through email interactions. Participants acknowledged that OPS enabled them to tap into subject matter expertise of those with trafficking and prostitution life experience. There is an awareness of "respecting and valuing survivor expertise" (Survey Respondent).

Question 9 asked participants to think about their personal best practices, and how they extended those to other local nonprofits and NGOs that work with trafficking and prostitution survivors. Some participants struggled to answer this question. For those who

did give input, collectively the OPS staff and board members used their personal strategies to engage transorganizationally in two ways. Four survey participants referred to training. Three people mentioned general collaboration on areas like strategies, consultation, and sharing information. OPS works hard to “provide a variety of trainings to other providers and some topical consultation as requested” (Survey Respondent). The training sessions tend to be “community education presentations” (Survey Respondent) with focus on “men’s accountability/ally-ship or survivor services” (Survey Respondent).

Trauma’s Impact on Outreach

Trauma and PTSD were analyzed to discover common strategies used by survey participants or OPS within their survivor services focus area. Question 10 specifically asked about practices that are working well in regards to PTSD and if those practices were collaborated on. The responses to this question revealed one commonality amongst all survey participants: “All staff have training on traumatic stress disorders and trauma informed services” (Survey Respondent) as part of their initial 30-hour training required to become a staff or board member with OPS. However, when it came to any formalized strategies for collaboration or best practices participants reported gaps that could be addressed in the future.

In their responses to Question 10, participants identified standard program practices for survivors, and these programs do help clients cope with their PTSD, such as “regular support groups and a weekly art workshop” (Survey Respondent). No survey respondent was able to identify a formal best practices guide. Collective understanding that PTSD “exhibits pretty differently in every survivor” (Survey Respondent) and that

OPS workers' general approach is about "meeting survivors where they are at in their healing" (Survey Respondent).

The intention of Question 11 was to examine OPS's strategies and best practices used to support staff and board members in regards to secondary or vicarious trauma. This was the second of two questions in which survey participants were asked to rank versus providing an open text answer. The question was: "Does OPS have strategies or best practices to support staff/board members in addressing secondary or vicarious trauma?" When it came to having identifiable strategies and best practices within OPS, the majority of the survey respondents thought there was not sufficient policy in place to address the possible secondary or vicarious trauma that OPS staff and board members can face when working with their survivor clientele. Figure 5 depicts participants' responses to this question.

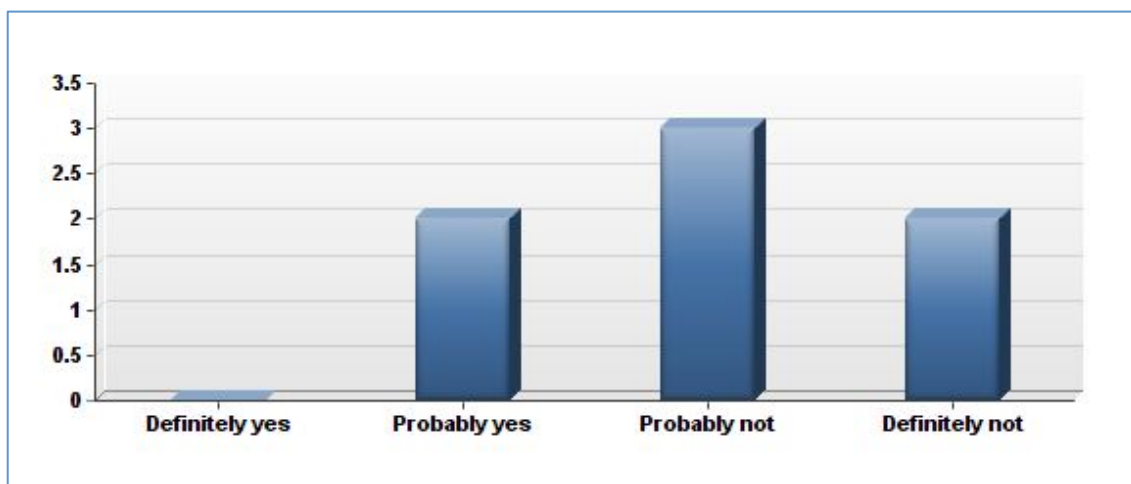


Figure 5. Participants' responses to the question: Does OPS have strategies or best practices to support staff/board members in addressing secondary or vicarious trauma?

The results for Question 11 were in line with what was expected in regards to formal OPS policy and documentation. The research results showed that there is a lack of

formalized policy and process in this area. Question 12 sought to understand what each participant personally did in the way of collaboration or best practices that help them create resiliency in addressing secondary or vicarious trauma and asked them to explain why they have their specific strategies.

Two respondents expressed that were unsure; the other five indicated they each had some strategies. For example, one survey respondent stated, “The OPS staff and board have developed close relationships and there is much emotional nurturing that takes place.” However, another participant also conveyed,

This is an area of OPS that definitely needs to be developed. Staff/board are aware of issues and most . . . have personal practices to deal with the impacts of secondary trauma. . . . There is no organizational structure/program/plan in place to address this and support staff. OPS does make a point to stay connected and celebrate successes but will need more staff support on this topic in order to grow and stabilize the organization.

The final research question again focused on self-care practices in regards to collaboration or best practices to help create resiliency in addressing secondary or vicarious trauma. Survey participants were asked if they shared their practices within the OPS board and staff community. This question created a split in answers. Five respondents did not feel that the sharing occurred to collaborate or communicate best practices in a way that, as of yet, helps to create resiliency in addressing secondary or vicarious trauma. Two survey participants felt the sharing does occur; one stated, “Many strategies have been shared and incorporated into the OPS Staff and Volunteer handbook.” This was the first indication that there is a documented handbook somewhere within OPS.

Verbal sharing via a check-in at the start of meetings was one way that participants shared, but the survey participant who brought this up also expressed that

they were looking for more robust in-depth strategies. In response to Question 12 one respondent mentioned “a contact who does training on resilience for humanitarian aid workers around the world,” but they also noted in Question 13 that there had not been follow up to line up the speaker for OPS staff. Although the intentions are present, the interpersonal strategies, documentable practices, and methods OPS can collaborate to ensure PTSD and secondary or vicarious trauma do not affect the health of organization and staff, and this gap should be addressed in the organization’s future growth plan.

Feedback Session

The feedback session was conducted in June 2014 with OPS with the executive director and board of director’s vice president. Both attendees received an email copy of the executive summary report out. The response from the executive director was that she “thought this work was well done and useful.” Post feedback, the researcher was asked to share the results and recommendations with MGT Management consulting company in July 2014. Beyond the study, the researcher has become a board member and interfaces with MGT Management on strategic planning for OPS. Conclusions from the study feedback session should prove to be helpful into OPS’s future state plans.

Summary

This chapter discussed the findings for the action research cycle. The qualitative data results for the OPS indicated internal support of each other emotionally and organizationally. The analysis also confirmed the continued growth in OPS, with constraints by the organization to fulfill to community needs for OPS’s services. This can be done through use of organizational development practices and implementation of a formalized organizational strategy beyond OPS’s current framework, which is mainly

that of a self-organized system. The organization needs to continue to enhance the standards and best practices with (a) supporting documentation; (b) clearly defined roles, accountability, and authority; and (c) robust self-care practices to ensure organizational mental health. Administration and communication is informal; best practices need to be developed in support of those working within OPS as Board members, staff, or volunteers.

Chapter 5

Summary, Conclusions, and Recommendations

The purpose of this chapter is to close out the research study conducted within the OPS. In this chapter the study's conclusions and recommendations are discussed. To review, this study was conducted with the intent of determining what was working well in areas of collaboration, best practices, and standards within the OPS organization. Through the literature review and research study conducted with OPS, gaps were identified in collaboration with the organization. The following gaps were addressed: best practices, organizational structure, and process documentation. This study's goal was to answer the following question: What creates successful collaboration and best practices sharing within a Seattle social services nonprofit organization serving the domestically prostituted and trafficked survivor community?

Implications of Key Findings

OPS staff and board members have a varying range of understanding and belief of existing organizational best practices. The study revealed the action of putting the rich discussions into documented or replicable best practices was the sticking point. As one survey respondent said,

Staff is comprised of survivors and other people who have worked extensively with survivors of prostitution so they are personally well informed and/or experienced with the process of exiting the sex trade. There is significant ground-level, organic knowledge from which we are operating but we have not yet formalized best practices in a manner that can be trained upon or replicated.

Developing clarity on growth strategies at OPS. Doing so will enable the board members and staff come to common agreements on what expansions are most important, as well as what can be addressed first given the limited resources of the small

organization. Participants also expressed desire for roles that provide support. One respondent noted the organization needs “volunteer organization and coordination, internal communication systems, general survivor staff support.” However, the small size of the organization is a constraint on efforts to secure funding, having defined roles, and addressing administration and infrastructure.

During the feedback session in June of 2014 discussion arose around the need to identify roles, accountability, and authority (RAAs) for what each person at OPS does. The interactive dialog also covered increased and stable funding and fundraising strategies, drop-in services, targeted transorganizational collaboration, and the need for more hands to do the work; these requirements all arose from responses to Question 4 as areas in need of focus. OPS now plans to add a board member with a certified public accountant and fundraising background in July of 2014 to help the organization get a handle on stable funding and long-range budgeting.

Respondent views were evenly split in regards to the effectiveness of OPS’s collaboration when identifying or documenting outreach best practices around the work with the survivors of trafficking and prostitution. A more robust knowledge management system and planned documentation sessions between all OPS representatives will provide a rich opportunity in 2014 and 2015 for the organization, which can help address organizational inconsistencies.

Participants’ responses provided clear evidence of the dedication and passion of those volunteering at OPS; however, the financial struggles impact the organization in many ways. Financial barriers at OPS are an area of concern: “Most staff are volunteers, this makes it extremely hard for folks to contribute as much time is necessary to develop

our programs” (Survey Respondent). Paying for dedicated staff is a crucial item OPS is working to address. For the first time in the nonprofit’s 2 years of existence, they are able to hire full-time staff in 2014 resulting from a grant recently awarded. These new paid employees will help OPS address many of barriers they face: “We have so many people who want to do the work but can't because they still have lives outside of OPS and need to be paid to allow them to focus on OPS solely” (Survey Respondent). The expansion of the board will add the labor resources to address concerns related to finance, marketing, and administration.

There was no mention of use of Web 2.0 type of media or communication mediums such as SharePoint, Wikis, and file shares in the survey responses. This gap was clarified in the feedback session in June and acknowledged that technology is an area that is lacking. Some board members have an understanding and background that can be leveraged for area of support. The addition of new board members during the summer of 2014 will add expertise to address concerns in this area. Greater administration is needed, including assigning an individual to take on the role of project manager to ensure a priority action item list is created and tracked. Adding transorganizational sharing and collaboration as a future action is a recommendation for the OPS board.

Question 10 provided a deeper look at what the clientele needs are for those who seek help from OPS and where the feedback areas from this study should be focusing. Addressing PTSD is recommended as a first focus area when creating documented best practices in the future for OPS. As it turns out, healing needs to start on a rudimentary level. One survey respondent framed the idea in this way:

Most of the survivors that we work with are facing multiple kinds of challenges including basic needs and day to day survival. In these circumstances, dealing

with PTSD is not the primary concern (getting food or a place to sleep safely is). For clients that are ready for more clinical services we provide a limited amount of drug/alcohol counseling in-house and make referrals to community mental health providers as needed.

Chapter 4 highlighted a lack of formalized policy, and this was confirmed during the June 2014 feedback session that most OPS policies that have been drafted have never been finalized, nor are they held in any online repository. Without knowledge management controls in place, OPS will be subject to version control and update issues. It is suggested that this become a board administrative role.

A critical need area for the OPS to address in the near future is policy around ensuring nurturing a healthy, mentally cared for staff and board members. Otherwise, it is difficult to continually advocate on behalf of survivors accessing OPS in Seattle; emotional strain takes a toll and can cause burnout. OPS's industry subject matter experts felt that the mental health of the nonprofit staff can unravel if secondary or vicarious trauma goes unchecked and unaddressed in nonprofits dealing with such tough societal issues.

Participant responses to the survey revealed a communication disconnection. A survey respondent indicated that there was documentation or a handbook, but the majority of the answers stated that there were not policies in writing. Refining communication policies and ways of communicating in OPS is an area that needs to be addressed.

Overall, the survey outlined the need for structure, standard policies, and documented processes in all areas of the organization. This was somewhat expected by the researcher given the infancy of OPS. It was further stressed by the executive director that identifying an organizational structure and implementation of that structure in 2014

would be an ideal area in which the researcher could provide follow-up support after the completion of the action research study.

Standardized internal communication practices, financial development and fundraising, and full-time employees to execute the growing workload were the top three priorities following the need for a formal organizational model to be implemented at OPS. This conclusion was derived from all data that were collected, including the survey, phone calls, emails, and face-to-face conversations with board members who were also survey participants. The alternative areas of collection outside of the Qualtrics (2014) survey provided other data points that were learned or observe; some with the intent of providing answers the thesis advisor had interest in.

The presurvey contact revealed that the board needed to do some rebuilding, including adding members to subteams with various foci in marketing and fundraising, structure and administration, and also training and community outreach.

From the interviews it was also apparent that there is a lack of social media and Web 2.0 use in marketing and communications within OPS. There are many resources widely available that are free or nearly free, which fits within the budgetary constraints of the organization while opening a door for ease of collaboration. OPS can explore options in this area such as Wiggio (2013), Yammer (2014), or Wix (2014) for free file sharing, action tracking, and online collaboration. Skype™ (2014), FaceTime (Apple Inc., 2014), and Wiggio (2013) were suggested for free conferencing collaboration platforms. Utilizing these prepackaged resources will effectively address communication fluidity. Standard overview presentations, pamphlets, and canned elevator speeches under a knowledge management type of source repository would be good resource to have at

OPS. These types of communication materials would help with ease of training, informational interactions with survivors, NGOs and governmental agencies interactions, grant writing and grant interviews, as well as other fundraising efforts.

Ultimately, a system for standardized knowledge management and action tracking via one of the free file sharing options or through SharePoint (Microsoft, 2014), in-house file server shares, or another medium is needed to house documentation and maintain version controls on materials. A follow-up action to OPS updating its organizational infrastructure is suggested. To help ensure that these steps will be taken, the researcher has joined the OPS board membership and will provide support and participate in organizational strategic plan development efforts that will begin during second quarter of 2014.

Lastly, a strategic plan development effort will be coordinated with MTG Management Consultants that will be working with OPS on a pro bono basis starting in June of 2014 now that this research analysis is complete. Integration of this study's findings and the efforts will be shared with MTG Management during second and third quarter 2014. As a follow-up activity from this research study, the researcher will work with OPS and MTG to implement a formal organizational structure during the second half of 2014 and beyond.

Discussion and Conclusion

The study findings were used to derive the following three conclusions:

1. There is a need for standardized internal communication practices, including a long-range plan for financial development and fundraising that will fund much needed full-time employees to execute the growing workload.

2. RAAs need to be established as part of OPS's needed organizational structure.
3. More work is needed in order to establish best practices and collaboration documentation around secondary and vicarious trauma.

OPS has both survivors and nonsurvivors working on the board and as staff because the subject matter can trigger or retrigger trauma. Putting more robust best practices and internal collaboration strategies in a documented repository that can be easily accessed and shared between OPS, and in the future, transorganizationally will help reduce the secondary and vicarious trauma occurrences. Doing this will help keep the mental health of OPS workers in an affirming pattern space and enable the board and staff to support each other while maintaining focus on the overarching goals and mission of OPS.

Implications of this research highlighted that providing community education, affecting public policy, and supporting outreach women and minors that have been commercially sexually exploited takes a great deal of understanding on the topic. The subject expertise of the OPS staff and board members in their field of work is apparent through the survey, interactions, and communications with each of them. From performing the literature review the researcher learned that having a depth of education on gender rights, human trafficking, and prostitution is critical to performing effective work within OPS. Survivor volunteers, staff, and board members emulate this and enrich the organization, because they embody a plight that nonsurvivors can only empathize with. This firsthand knowledge strengthens OPS's ability to develop the right organizational structure in the future as the organization grows. It is important the OPS returns the investment in survivor-led strategies by sharing best practices and

collaboration for addressing secondary and vicarious trauma. This will help keep the organization's mental health functioning around affirming patterns.

Ultimately, this study confirmed known truths and prior knowledge about organizational development. First, organizations function more effectively when they have structure and an organizational framework to guide them as they grow. Second, having a long-term plan and strategy helps to guide an organization and enables leaders to understand their financial needs and future goals. The third area is that having clear roles and documented standards to follow maintains clarity within an organization. Lastly, the study showed that the universal truth about the criticality of communication and support of the organization creates a healthy and productive working environment. It is hoped that OPS will be able to expand its expertise transorganizationally and have their model utilized throughout the US and beyond. In order to do this, OPS will need to unitize organizational development as it grows.

Limitations

This section presents the limitations of the study. First limitations to scope are explored, followed by limitations due to the participation rate. Then researcher bias and finally the limited number of research cycles are discussed.

Scope. The scope was held to just a single nonprofit for the purposes of helping the OPS gain a baseline understanding of what was working well for the organization's board of directors and staff members in the way of best practices, collaboration, and structure. The research study was also scoped to reveal the perceived challenge areas for OPS and what would be ideal to address in the near future to help the organization be structurally and process sound as it grows.

Participation rate. In an action research study the focus at the organization level is not a limitation. The completion rate of 50% may have impacted the continuity of the output data for analysis and preparing results. Ideally, the entire 16 potential participants would have provided feedback, which would have resulted in a richer dataset for analysis.

Since the survey was anonymous, there were complex issues that were not addressed in this study such as how does having prostitution survivors dealing with their own victim recovery and traumas affect OPS and its effectiveness as an outreach organization.

Researcher bias. The researcher comes from a business and academic background; prior to the research study she was unfamiliar with how nonprofit organizations operate and the interworking of an organization that supports social services. Since the researcher is not a trafficking or prostitution survivor, fully understanding the lens of how to do outreach work with the CSE community is based on an educated guess versus firsthand experience.

Limited research cycles. One single action research cycle was completed in this study. While this single cycle provided a baseline, it also limited the richness the summary can provide. Given the previous point, it has been suggested to OPS that future action research cycles be performed. As such, the researcher has volunteered to provide the support needed for future organizational development work at OPS.

Researcher Takeaways

After spending the last year and a half researching trafficking, prostitution, gender rights, PTSD, social service nonprofits in Seattle, and how using organizational

development to make a difference in causes the researcher is passionate about, the researcher feels fundamentally changed as a person. She now understands that prostitution is often mistaken as a sexual choice issue, but in reality it is a gender rights issue that mostly targets vulnerable female minors. An understanding was gained of how entwined trafficking and prostitution is with the global and domestic economy and that the billions of dollars are made annually on the CSE industry. Money is a barrier and it deters action by governments or communities at the expense of women's rights globally.

An unintended area of learning was the depth of trauma that occurs to CSE victims, what the ideal psychological profile is that predators and pimps look for, and the methods one would use to break down a girl and force her into a life of prostitution. It is not known how much time, effort, and resources it takes to try to rebuild that person after being removed from a life of prostitution, and how little in the way of government and social services support there is for the millions of victims globally. The researcher now knows the arguments for and against the legalization of prostitution in addressing regulation, human rights, or choice of prostitution as a profession.

A year and a half ago the researcher would have never known that most CSE women are brought into the life as young teens and treated not as child victims, but prosecuted as adults. She also now knows from many studies that addressing the demand and holding purchasers, pimps, and traffickers accountable is a pathway for reducing the flow of young innocent females into a life they would not have chosen for anyone.

Summary

OPS works on health and human issues that most of the world is undereducated about or reluctant to get involved in due to the complex and taboo nature of the topic.

Utilization of organizational development strategies is recommended in order for OPS to continue to grow and do the important work they are championing. In this final chapter the conclusions and recommendations were discussed. The researcher covered key learnings and takeaways, conclusions, and limitations of the study and worked with OPS to provide suggestions for the organization's next steps. From these suggestions actions are already being taken to address the need for standardized internal communication practices; structure, strategy, and administration; and financial development and fundraising. As OPS matures and implements a robust organizational strategy and model to work within, they will continue to grow and find success in the Seattle nonprofit world.

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Appendix A
Summary of Qualitative Data

Organization for Prostitution Survivors Research Study Results and Conclusions: Executive Summary

Jennifer D. Larsen – Pepperdine MSOD Action Research Study – Spring 2014

An action research study was done by Jennifer Larsen as part of her work towards a Master of Science in Organizational Development at Pepperdine University. This executive summary has been prepared for the Organization for Prostitution Survivors (OPS).

Study Participants

A 13-question online Qualtrics survey was opened to board of director and staff of OPS from of Monday, April 21, 2014, through to midnight on Wednesday, May 7, 2014. During this time seven surveys were fully completed, and results were deduced from the data gathered.

Results

The study findings are presented in three sections: (a) organizational best practices and collaboration habits, (b) personal practices and habits, and (c) personal best practices.

Organizational Best Practices and Collaboration Habits

The study began by asking if there were clearly established organizational best practices and collaboration habits at OPS. The results were mixed, highlighting the need for organizational structure and support in developing of standardization and documented best practices (see Figure 1).

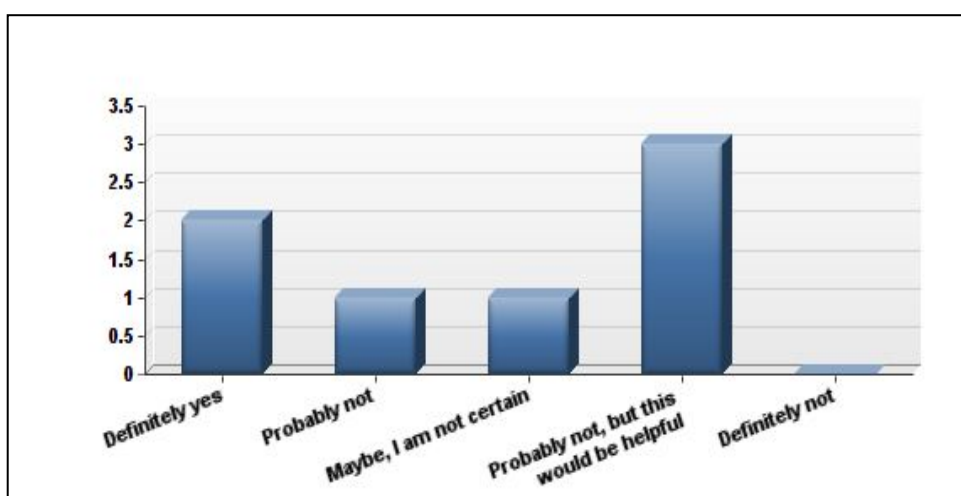


Figure 1.

Existence of organizational best practices and collaboration at OPS.

Communication and best practices verbal shared occurred on a regular basis during OPS face-to-face interactions, but these practices are not documented in any common

repository. Comments such as “communication is vibrant between all levels of the organization and allows for fluidity in suggestions and improvements, new ideas and new strategies” (Survey Respondent) helped to reinforce that view.

Participants noted OPS best practices and collaboration that are working well. Participants were asked to identify particular areas or services that OPS should be expanding upon, and three themes arose from the responses to this question. These themes are presented in Table 1.

Table 1
OPS Best Practices and Collaborations that are Working Well

Outreach Services	Partnerships	Administration
Extended drop-in hours	Partnerships with other non-profits	Case management
Permanent location for drop ins	Greater focused efforts with women of color groups	Strategy for OPS growth
Expand education offerings	Partnerships with survivor lead organizations	

The expressed need for administrative support surfaced early in the survey responses; this became a recurring theme throughout the feedback. Next OPS study participants were asked what support was needed in order for OPS to grow. Four themes arose from the survey responses, and these are presented in Table 2.

Table 2.
Areas within OPS that Participants Indicated Needed Support

Communication	Funding	Energy around OPS	Knowledge
Face to face	Stable funding base	Enthusiasm by board, staff, & volunteers	Diversified backgrounds
Openness of sharing what's working	Development of fundraising/Funding opportunities	Dedicated but need a clear path around the efforts	Organic evolution of idea generation
Internal communications structure	Repeatable/recurring fundraising sources	Need to focus energy around marketing and community engagement	Survivor wisdom

In many cases, the expressed needs focused on areas that are working well but should continue or be built upon (see Table 2). Participants expressed desire for “a clear path to get services in place in the long term. This all involves administrative work and infrastructure building.” There was also desire for people dedicated to development and marketing or community engagement. When looking at organizational best practices and collaboration habits at OPS, participants’ responses presented mixed results. There are interactions, brainstorming discussions, and feedback practiced by OPS, but little evidence in the way of documenting or putting ideas into a formal structure for sharing and future replication.

Personal Practices and Habits

From survey feedback, it is clear that a high level of care and understanding are extended to OPS survivor clients. Most responses reinforced the belief that staff at OPS work as allies and utilize a non-judgmental lens, meeting “people where they are at” (Survey Respondent). Three themes arose from the results to this question (see Table 3), and again, as in other questions, administration is an area that is heavily pulled upon.

Table 3.
Common Strategy Practices

Relationship Building	Support	Administration
Establish trust	Peer Support	Fast-track referrals
Non-judgment	Support groups	Case management
Listening	Art therapy	

When asked about barriers to success OPS faces in implementation of the three strategic focus areas, overwhelmingly, participants reported there is a lack of stable funding for the difficult work OPS provides. A secondary theme was gaining support and addressing government and societal social perceptions of prostitution.

Personal Best Practices

Sharing occurred in two major formats. The first was through face-to-face communications, which takes place at a monthly board meetings or through staff and board member retreats. The second was through email interactions. Collectively the OPS staff and board members used their personal strategies to engage transorganizationally in two ways: training and general collaboration on areas like strategies, consultation, and sharing information. The training sessions tend to be community education presentations with focus on “men’s accountability/ally-ship or survivor services” (Survey Respondent).

Trauma’s Impact on Outreach

This research project looked at how trauma and Post-Traumatic Stress Disorder (PTSD) affected common strategies used by survey participants or OPS within their survivor services focus area. All staff and board members take required training on traumatic

stress disorders and trauma informed services as part of their initial 30-hour training. However, when it came to any formalized strategies for collaboration or best practices, there is ample room for further development. When asked, no survey respondent was able to identify a formal best practices guide. There was collective understanding that PTSD “exhibits pretty differently in every survivor” (Survey Respondent). In regards to having identifiable strategies and best practices within OPS, the majority of the survey respondents felt there was no sufficient policy in place to address the possible secondary or vicarious trauma that OPS staff and board members can face when working with their survivor clientele.

When asked about personal strategies to address resiliency in addressing secondary or vicarious trauma, the majority of survey respondents did have some strategies; however, no organizational structure, program, or plan is in place to address this and support staff. It was raised that OPS does make a point to stay connected and celebrate successes, but more support on this topic will be needed in order to grow and stabilize the organization. Sharing of self-care practices in regards to creating resiliency in addressing secondary or vicarious trauma was a question area that less than one third of the respondents felt occurred proficiently. There was indication of some documentation in a handbook, and verbal sharing via check-ins at meetings, but overall participants expressed that staff required more robust in-depth strategies. Although the intentions are present, the interpersonal strategies, documentable practices, and methods OPS can collaborate to ensure PTSD and secondary or vicarious trauma do not affect the health of organization and staff, and this gap should be addressed in the organization’s future growth plan.

Results Summary

OPS participants indicated staff provide internal support for each other emotionally and organizationally. The analysis also confirmed the continued growth in OPS, with constraints by the organization to fulfill to community needs for OPS services. This can be done through use of organizational development practices and implementation of a formalized organizational strategy beyond the organization’s current framework, which is mainly that of a self-organized system. The organization needs to continue to enhance the standards and best practices with (a) supporting documentation; (b) clearly defined roles, accountability, and authority; and (c) robust self-care practices to ensure organizational mental health. Administration and communication is informal; best practices need to be developed in support of those working within OPS as board members, staff, or volunteers.

Conclusions and Recommendations

To review, this study was conducted with the intent of determining what was working well in areas of collaboration, best practices, and standards within the OPS organization. The following gaps are areas that should be addressed: best practices, organizational structure, and process documentation. The action of putting the rich discussions within OPS into documented or replicable best practices is a sticking point. OPS has significant ground-level, organic knowledge from which staff operate, but have not yet formalized best practices in a manner that can be used for training or can be replicated. Developing

clarity on growth strategies at OPS will enable the board members and staff come to common agreements on what expansions are most important, as well as what can be addressed first given the limited resources of the small organization. Expansion of the board will add the labor resources needed to address concerns related to finance, marketing, and administration.

As touched on in the results section, there is a need to identify roles, accountability, and authority (RAAs) for what each person at OPS does. Financial stability was an overarching concern that came up throughout the survey responses. Adding a board member to help the organization obtain stable funding and create a long-range budgeting plan is a critical action for OPS to take. Most staff are volunteers; this makes it extremely hard for people to contribute as much time is necessary to develop OPS programs. Paying for dedicated staff is a crucial item for OPS as they create their long-range budgets. Additional paid positions will create the space for staff to focus on OPS solely.

It is the researcher's belief that a more robust knowledge management system and planned documentation sessions between all OPS representatives is a rich opportunity are to address in 2014 and 2015. There is a lack of formalized policy. Most OPS policies that have been drafted have never been finalized, nor are they held in any online repository. Without knowledge management controls in place OPS is subject to version control and update issues. The researcher suggests that this become a part of the board membership's administrative role.

During the research there was no mention of use of Web 2.0 type of media or communication mediums such as SharePoint, Wikis, and file shares. Some board members have an understanding and background that can be leveraged for area of support. As there are so many areas of need and projects to be addressed, it is suggested that greater administration occur, including assigning an individual to take on the role of project manager to ensure a priority action item list is created and tracked. Utilizing technology more frequently can help OPS when expanding future transorganizational sharing and collaboration.

Overall, the study outlined the need for structure, standard policies, and documented processes in all areas of the organization; this includes refining communication policies and ways of communicating in OPS. Standardized internal communication practices, financial development and fundraising, and full-time employees to execute the growing workload were the top three priorities following the need for a formal organizational model to be implemented at OPS. This conclusion was derived from all data that were collected, including the survey, phone calls, emails, and face-to-face conversations with board members who were also survey participants.

There are many resources widely available, which are free or nearly free, that fit within the budgetary constraints of the organization while opening a door for ease of collaboration. Options OPS can explore in this area include Wiggio, Yammer, or Wix for free file sharing, action tracking, and online collaboration. Skype™, FaceTime, and Wiggio are suggested for free conferencing collaboration platforms. Utilizing these prepackaged resources will effectively address communication fluidity. Standard

overview presentations, pamphlets, and canned elevator speeches under a knowledge management type of source repository would be good resource to have at OPS. These types of communication materials would help with ease of training, informational interactions with survivors, non-governmental and governmental agencies interactions, grant writing and grant interviews, as well as other fundraising efforts.

Survivor volunteers, staff, and board members enrich the organization because they embody a plight that non-survivors can only empathize with. This firsthand knowledge strengthens OPS's ability to develop the right organizational structure in the future as the organization grows. It is important that OPS return the investment in survivor-led strategies by sharing best practices and collaboration for addressing secondary and vicarious trauma. This will help keep the organization's mental health functioning by affirming healthy patterns.

Conclusions and Recommendations Summary

The researcher believes that this study confirms known truths and prior knowledge about organizational development. First, organizations function more effectively when they have structure and an organizational framework to guide them as they grow. Second, having a long-term plan and strategy helps to guide an organization and enables leaders to understand their financial needs and future goals. The third area, which is in line with in all business interactions the researcher has had in her 16-year career, is that having clear roles and documented standards to follow maintains clarity within an organization. Lastly, the study showed that the universal truth about the criticality of communication and support of the organization creates a healthy and productive working environment. It is the hope of the researcher to see OPS expand its expertise transorganizationally and have their model utilized throughout the US and beyond. In order to do this, OPS will need to unitize organizational development as it grows.

OPS works on health and human issues that most of the world is undereducated about or reluctant to get involved in due to the complex and taboo nature of the topic. Utilization of organizational development strategies will help OPS continue to grow and do the important work they are championing. As OPS matures and implements a robust organizational strategy and model to work within, the organization will continue to find success in the Seattle non-profit world.

Appendix B

Interview Questions – OPS Qualtrics Survey

Interview Questions

1. When thinking about the Organization for Prostitution Survivors (OPS), do you feel that there are clearly established best practices?
2. When thinking about OPS, what is working well in regards to best practices and collaboration?
3. When thinking about the OPS best practices and collaboration that are working well, are there particular areas or services that you feel OPS should be expanding?
4. When thinking about OPS best practices and collaboration, what areas do you feel need support as OPS to grows?
5. Have you personally ever collaborated within OPS to identify or document outreach best practices for your work with survivors of trafficking and prostitution? If so, can you give an example?
6. What common strategies do you use when working with prostitution survivors?
7. From your impressions of the organization, are there any barriers to success that OPS faces in its 3 strategic focus areas of Survivor Services, Men's Accountability, and Community Education | Public Policy | Social Change in regards to collaboration, best practices, or organizational growth?
8. Are there best practices you use personally at OPS that you actively shared within OPS board? If so, how do you share them?
9. In thinking about your personal best practices from Question 8, how do you share best practices with other local Non-Profits and Non-Governmental Organizations that work with Trafficking and Prostitution survivors?
10. When working with survivors of trafficking or prostitution; are there common strategies used by you or OPS to address PTSD within the Survivor Services focus area? If so, what practices are working well? Are these practices collaborated on?
11. Does OPS have strategies or best practices to support staff/board members in addressing secondary or vicarious trauma?
12. In thinking about question 11; do you have personal collaboration or best practices that help you create resiliency in addressing secondary or vicarious trauma? If so, what are they?
13. In thinking about question 11 and 12. If you do have collaboration or best practices that you use to help create resiliency in addressing secondary or vicarious trauma, have you shared these self-care practices within the OPS board member and larger volunteer community?

Appendix C

Letter Sent to the Organization of Prostitution Survivors upon Survey Release

4/14/2014

Dear OPS Board Members and Staff,

As busy leaders in the Seattle social services non-profit community, I you know you all strive to keep up as you implement OPS's social change mission. As a student in Pepperdine University's Master of Science in Organization Development Program, I am seeking your participation in an important research project intended to help you at OPS. The purpose of the study is to determine what is working well in areas of collaboration, best practices, and standards within your organization that can be expanded on or shared.

The knowledge gained from each of your insights by participating in my research project's survey will be analyzed and summarized for your benefit. I will take the completed findings and share them with OPS in a feedback session this spring. Participation is voluntary, and you may withdraw from the study at any time. All responses will be kept confidential. I invite you to read additional information about the study purpose and confidentially embedded in the introduction section of the survey. The survey can be found at the following link:
[survey link]

If you have questions about participation, kindly respond to me at:

Jennifer D Larsen
1818 23rd Ave #C
Seattle, WA 98122
[email address]

If you have any questions regarding the study or survey, please call Jennifer D Larsen at [telephone number] or email at [email address]. Prior to conducting any research within your non-profit, this study was reviewed by Pepperdine University Master of Science in Organization Development Program's thesis advising faculty. The survey was reviewed for human subject protections and approved for procession of release by meeting the requirements regarding the university's procedures.

Appendix D

Purpose and Confidentiality Statement for Survey Participants

Survey Purpose

Participants are being asked to complete this survey in an effort to gather data for analysis and feedback for the Organization for Prostitution Survivors. The survey was designed with the intention of analyzing what is working well for the organization, and what can be built upon as OPS grows in size. Answering the following questions will reveal trends and themes of what is working well in areas of collaboration, best practices, and standards within OPS that can be expanded or shared. The survey output also aims to identify areas within the organization that can benefit from greater focus on common, repeatable, collaboration and best practices in the future.

Confidentiality

As a student in Pepperdine University's Master of Science in Organization Development, I am seeking the Organization for Prostitution Survivors participation in an important research project. The purpose of the study is what is working well in areas of collaboration, best practices, and standards within OPS that can be expanded or shared. This study attempts to answer the question: ***What creates successful collaboration and best practices sharing within a Seattle social services non-profit organization serving the domestically prostituted and trafficked survivor community?***

Knowledge gained from this study will be useful in determining areas within the organization that can benefit from greater focus on common, repeatable, collaboration and best practices in the future at OPS. Each participant will respond via the anonymous Qualtrics survey. The survey takes approximately 30 to 40 minutes to complete. In order to complete the survey, there will be text required in each answer field. In the case of participants using N/A as a response, please remember unanswered questions will affect the richness of the analysis and subsequent findings that benefit the organization. I ask that all participants consider providing detailed responses for each answer. Once that is completed, analysis will be compiled and then a summary feedback session will be conducted with the Organization for Prostitution Survivors.

Participation is voluntary, and you may withdraw from the study at any time without penalty. All responses will be kept confidential. Only the synthesized qualitative data will be reported in the thesis or in any subsequent analysis beyond the thesis and possible future publication of the results. Survey data will be stored securely on the Qualtrics server and the researcher's laptop in password protected files for three years, after which all data will be destroyed.

- I have read the Survey's Purpose and Confidentiality Statement