

IT'S ABOUT RESPECT

Recognizing Harassment
in a Diverse Workplace

LEADER'S GUIDE

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ABOUT THIS PROGRAM

This Leader's Guide for *It's About Respect: Recognizing Harassment in a Diverse Workplace* provides you with tools to facilitate a complete workshop on recognizing and preventing harassment in today's workplace. Since our workplaces are more diverse than ever, it's especially important that each person in the organization helps to create a comfortable environment in which everyone is able to work at their best.

This training program will discuss the common definitions of harassment, the costs of harassment to a workplace and how to prevent harassment. The program also covers what to do if someone in your organization believes he or she is being harassed or if a person thinks they may have harassed someone else.

This Leader's Guide was created to be flexible allowing you to design the training format which best suits both your company's needs and the time available to you. The video is approximately 21 minutes long. There are numerous exercises to enhance the retention and application of the training points in the video. A Powerpoint presentation is provided with this package to help highlight key principles. These may also be simply photocopied and used as handouts rather than projections.

We recommend that you tailor this program specifically to your organization by incorporating information unique to your employees, thus making maximum use of this Guide's intended flexibility.

TRAINING MATERIALS

There are a few things you will need for an effective training session:

- A training room located away from major distractions or interruptions
- A comfortable arrangement of chairs and tables, preferably in a circular pattern with an opening for the TV monitor and other visual aids. Be certain that participants can easily see both the visual aids and each other to facilitate the exchange of ideas and observations.
- Adequate lighting that can be adjusted while viewing the video
- A location from which the trainer/speaker can lead discussions
- The training video *It's About Respect: Recognizing Harassment in a Diverse Workplace*
- TV/VCR with remote
- A copy of the training session agenda for each participant. The agenda should be as specific as possible, including discussion topics, break times, etc.
- A pencil and notepad for each participant
- A flip chart or dry-erase board with markers
- A projector and screen for Powerpoint presentation
- Other useful visual aids.

A BRIEF SYNOPSIS

The video, *It's About Respect: Recognizing Harassment in a Diverse Workplace*, takes place in a company similar to many others in today's world. Four diverse employees come together for a training session on harassment. When they realize that the Human Resources Director in charge of the training is going to be late, the group starts tackling the subject on their own. They discover that each one of them has witnessed or been a party to harassment. Through personal revelations and group discussion, the four employees learn what harassment is and how they can help prevent it in the workplace.

This video program, along with the Leader's Guide, provides all the tools necessary to facilitate a successful program on recognizing and preventing harassment in the workplace.

PREPARATION

Preparation is the key to effective training. There are several things you need to do prior to the session:

Invite Participants

Send out letters or memos to participants or post a notice two weeks in advance of the training date (sample included on page 4). State the location of the meeting, date, time and agenda.

Objectives

Define the objectives of this presentation. Objectives should coincide with the particular needs of your organization and reflect the content of this video. Here are some objectives which should be achieved by a properly conducted session based upon *It's About Respect: Recognizing Harassment in a Diverse Workplace*:

- Be able to define harassment.
- Be able to identify the types and forms of harassment.
- Understand the financial and hard-to-measure costs of harassment.
- Understand what behaviors create a "hostile and pervasive" workplace.
- Learn practical guidelines to prevent harassment.
- Know what to do if you are harassed or think you have harassed someone else.

Determining the objectives in advance helps you identify the approach to take for the training session.

Audience

All employees within your organization will benefit from the *It's About Respect: Recognizing Harassment in a Diverse Workplace* training program.

The training group size should be between 10 to 20 people. Some of the exercises in this program require the participants to work alone, while other exercises involve group discussion. When the group is too large, individual participation and attention may be lost.

SAMPLE INVITATION

Date: January 9, 2004
To: All Employees
From: Monica Townsend, Human Resources
Re: All-Employee Training Session

Please plan to be at the harassment awareness and prevention training session on January 23, at 1:30 p.m. We will be meeting in the main conference room for a 1-hour and 45 minute session. If for some reason you are unable to attend, please contact me at ext. 9226 as soon as possible.

By the end of this session, you will:

- Be able to define harassment.
- Be able to identify the types and forms of harassment.
- Understand the financial and hard-to-measure costs of harassment.
- Understand what behaviors create a “hostile and pervasive” workplace.
- Learn practical guidelines to prevent harassment.
- Know what to do if you are harassed or think you have harassed someone else.

Our Agenda:

| | |
|----------------------|------------|
| Introduction | 10 minutes |
| Video | 20 minutes |
| Discussion | 20 minutes |
| Exercise 1 | 30 minutes |
| Exercise 2 | 15 minutes |
| Evaluation & Summary | 10 minutes |

We look forward to seeing you at 1:30 p.m. on January 23, 2004.

PRESENTATION TIPS

Overcoming anxiety

The best way to overcome anxiety about speaking before a group is to be prepared. Although it's natural to feel nervous, your sweaty palms will disappear once you focus on what you are saying and how useful it will be to the participants.

Your task of training your colleagues how to recognize and prevent harassment is very important, and you will want everyone to understand and benefit from the training. Therefore, concentrate on what you want people to understand; place your attention on the objectives of the course rather than on yourself, and your presentation will flow naturally.

Choosing your vocabulary

Don't lose your audience by using words that are too sophisticated. It's more effective to use the same language that you would use if speaking to each person individually. Being too formal or stiff will make it harder for you to capture your audience's attention.

Getting rid of the "umms"

One of the most annoying mistakes a speaker makes is saying "umm" every time there is a break between thoughts. Don't feel as though every second has to be filled with some sort of sound. If a pause between thoughts occurs (which is a very natural occurrence) simply remain silent while you consider what to say next. Regardless of how it might feel, the silence really won't be long, and it won't weaken your presentation. In fact, the occasional silence can strengthen a presentation by lending credibility to the speaker, whom the audience will perceive as being more in control.

Controlling the speed and tone of your voice

Your audience won't be able to follow the content if you speak too quickly. On the other hand, you'll put your audience to sleep if you talk too slowly or speak in a monotonous tone. Once again, the best guideline is to speak to your audience as if you were having a conversation with an individual, rather than lecturing a group.

Sticking to the schedule

Begin the session on time. Explain that, except for emergencies, messages will be taken for the participants during the session, and distributed to them at the end of the session.

Asking for questions

Ask for questions throughout the session. Do your best to be prepared for all types of questions, but don't be worried if you don't know a particular answer. Simply say, "I'm not sure of the answer, but I'll find out and get in touch with you." After the session, make certain that you are true to your word and make the effort to find an answer to the question. Then get back to the person in a timely manner and let them know what you've found.

TRAINING SESSION OVERVIEW

Presentation Format

Below are two sample agendas for this training session. These agendas are provided as a guideline. Please remember that one of the objectives of this Leader's Guide is flexibility. Exercises may be substituted, and agendas may be lengthened or shortened to suit your needs. The samples are merely suggestions, and provide you with a starting point for tailoring a session that will best fit your training needs.

1-HOUR SESSION AGENDA

| | |
|----------------------|------------|
| Introduction | 10 minutes |
| Video | 20 minutes |
| Discussion | 20 minutes |
| Evaluation & Summary | 10 minutes |

1-HOUR 45 MIN. SESSION AGENDA

| | |
|----------------------|------------|
| Introduction | 10 minutes |
| Video | 20 minutes |
| Discussion | 20 minutes |
| Exercise 1 | 30 minutes |
| Exercise 2 or 3 | 15 minutes |
| Evaluation & Summary | 10 minutes |

Conducting the Training Session

Below is a template you can use to facilitate your training session. This template is based on the agendas provided above, but you can tailor the presentation to fit your training needs.

Introduce yourself and the training session. Welcome the participants, offer a brief explanation of the purpose of the session and review the agenda.

Have participants introduce themselves by stating their name, their department or area (if applicable) and what they hope to get out of the session.

Introduce the participants to the primary reason for the training session:

- *It's About Respect: Recognizing Harassment in a Diverse Workplace* provides participants with the skills necessary to recognize and prevent harassment in the workplace.

Distribute and administer the Pre-Test, if it was not distributed with the Invitation to Training. Use **Powerpoint Slide #1: Objectives** to introduce the specific training objectives for the session. Be sure the participants understand what you expect of them during this training and what results you hope to see following the program. Knowing what is expected in advance prepares the employees and helps them to participate successfully. Objectives of the training session include the following:

- Be able to define harassment.
- Be able to identify the types and forms of harassment.
- Understand the financial and hard-to-measure costs of harassment.
- Understand what behaviors create a "hostile and pervasive" workplace.
- Learn practical guidelines to prevent harassment.
- Know what to do if you are harassed or think you have harassed someone else.

View the entire video first, and then follow the video with a short discussion. This discussion need not focus on any particular question or issue; rather, it may be a simple round table discussion of responses to the video and to the topics raised.

If you would prefer a structured discussion, use slides 2-15 while facilitating the training.

Slide # 2: Harassment is...

Use this slide to discuss the different types of harassment. Point out that harassment isn't limited to the most often discussed types such as sexual harassment or harassment based on race.

Slide #3: How Does Harassment Feel?

This slide provides a vehicle to discuss the range of feelings people experience when harassed.

Slide #4: Harassing Conduct Includes...

This slide explains in more detail what harassing behaviors can include. Discuss with the group the fact that harassing behaviors do not need to be obvious to be offensive.

Slide #5: Why Do People Harass Others?

Use this slide to begin a discussion on the many motivations for harassment.

Slide #6: The Costs of Harassment

When thinking of the costs of harassment, most people focus on the obvious financial costs to an organization that result from expensive lawsuits or out-of-court settlements. Using slide #4, discuss the other, less obvious ways that harassment takes a toll on a company. Ask the group to talk about the effects these less obvious costs have on an organization. For example, if employee turnover remains high, how would that affect your business?

Slide #7: Laws Governing Harassment

This slide highlights some of the more prominent laws regarding harassment.

Slide #8: Hostile and Pervasive

Discuss with participants how "hostile" does not have to mean behaving in a very angry or violent manner. Talk with the group about the idea that harassment at its core level is about disrespecting others.

Slide #9: Patterns of Harassment

Use this slide to provide basic steps to follow when a pattern of harassment arises.

Slide #10: Preventing Harassment

Review the practical guidelines for avoiding harassment. Ask the group to think about whether these guidelines sound reasonable to them.

Slide #11: Establishing Respect

Guidelines on how to establish respectful work relationships are covered in this slide.

Slide # 12: Demonstrating Respect

There are times when showing respect is challenging at best. This slide provides steps to follow to when demonstrating respect is difficult.

Slide #13: If You Are Being Harassed

Explain to the group what they should do if they believe they are being harassed or if they think they may have harassed another person.

Slide #14: If You Have Harassed Someone...

Use this slide to cover what they should do if they find they have harassed someone.

Slide #15: Witnessing Harassment

This slide reviews the steps to take if they are a third-party witness to harassment in the workplace.

If you have decided to conduct one or more exercises with the group, do so after discussing the video and pertinent training points. Instructions for facilitating the exercises are on each Exercise page. Once you have finished the exercises (or if you chose not to do the exercises), summarize the training session, administer the post-test or the quiz in the handbook and distribute the Course Evaluation. Before dismissing the group, thank them for their time and participation.

PREVIEW

PRE-TEST

Please read each statement carefully and write your answer in the space provided beside or below each item. The information you provide will help us determine what areas of the training program should be covered in more detail.

1. What is harassment?
2. Title VII of the Civil Rights Act of 1964 prohibits discrimination on:
3. Yes No I am familiar with our organization's policy and procedures on Harassment.
4. True False Harassing behaviors are those that disrespect another person or group.
5. True False A behavior must be violent or filled with anger to be considered hostile.
6. True False Pervasive means the behavior or conduct must be ongoing.
7. True False The intention of a person's behavior must be considered when determining whether or not harassment has occurred.
8. True False A "reasonable person" standard is applied to determine whether a behavior could be considered as harassment.
9. True False An employer can not be held liable in a harassment suit if they were unaware of the behavior in their workplace.
10. True False The key to preventing harassment is in understanding what it is and how it affects others.
11. True False Reasonable action involves letting the offender know their behavior is unwelcome.
12. True False Respecting the differences in one another is a key to avoiding harassment in the workplace.

PRE-TEST KEY

Use the following key to assess participant's basic understanding of harassment prior to facilitating a session of *It's About Respect: Recognizing Harassment in a Diverse Workplace*.

1. What is harassment? *Verbal or physical conduct that insults, belittles or shows hostility or aversion toward an individual on the basis of that person's race, color, national origin, citizenship, religion, gender, marital status, sexual orientation, age, ability, disability and/or any other characteristic protected by law.*
2. Title VII of the Civil Rights Act of 1964 prohibits discrimination on: *Race, Color, Religion, Sex or National Origin.*
3. Yes No I am familiar with our organization's policy and procedures on Harassment. *Response on this item will provide an indication of how much time needs to be spent on your organization's policy and procedure.*
4. True.
5. False The behavior may include derogatory statements, or may include saying or doing things that make another person feel inferior or uncomfortable.
6. True.
7. False Although the intention of the offender can be considered, it is the perception of the victim that is more heavily weighted in situations involving harassment.
8. True.
9. False Decisions made by the Supreme Court in 1998 indicate that an employer need not know of the harassing behavior to be held liable for the conduct in their workplace. Establishing a policy on harassment, and procedures for filing and handling complaints is essential. Training all employees, and documenting the training is critical in establishing a first line of defense.
10. True.
11. True.
12. True.

EXERCISE 1: HARASSMENT IN THE WORKPLACE

Time: 30 minutes

Materials Needed: Flipchart, dry-erase board or slide projector; markers.

Purpose: To provide participants with an opportunity to share experiences with harassment in the workplace.

Instructions: Use this exercise to get participants thinking about the effect harassment has on a workplace. Divide participants into pairs. Write the following questions on a flipchart or dry-erase board or use Slide #16.

- Have you ever witnessed someone being harassed or heard a story about someone being harassed in the workplace? What was the harassing behavior?
- Have you noticed behavior in your organization that someone might think is harassment? What was the potentially harassing behavior?

Give participants 10 minutes each to share their story with their partner. Use the last 10 minutes for group discussion. In the group discussion, ask:

- What types of behavior has the group witnessed or heard about?
Have the group discuss the effects these behaviors had on the harassed persons and other people who witnessed the behavior.
- Summarize that harassment comes in many forms and targets many different kinds of people.

EXERCISE 2: THE LANGUAGE OF HARASSMENT

Time: 10 minutes

Materials Needed: Copy of worksheet for each participant, pencil

Purpose: To increase the awareness of participants of the many meanings of different words.

Instructions: Although blatant slurs are no longer acceptable in the workplace, they still do occur. Match the “slurs” to the appropriate definition. When participants have completed the worksheet, review the appropriate matches.

Words

Colored

Eskimo

Greaser

Banana

Charlie

Boy

Dago

Queer

Girl

Raghead

Definitions

An Asian-American who has lost their heritage.

A term to describe Mexicans.

Presumes a subject-master relationship.

Historically used when addressing an African-American male.

A controversial term for a homosexual.

Reference to a Muslim and the traditional turban headdress.

Refers to the Vietnamese.

A controversial reference to blacks, regarding the color of skin.

Slang for Italian.

An inappropriate reference to Inuits and Aleuts, meaning “Eaters of raw meat.”