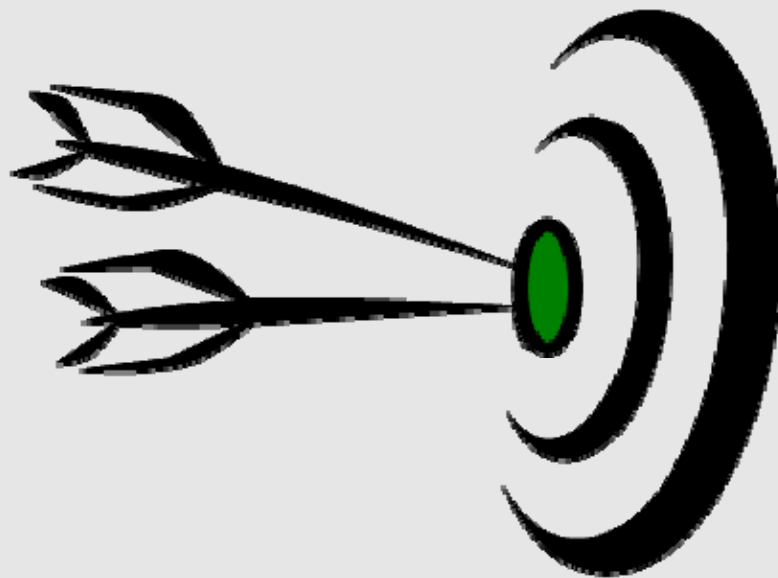


# Staying on Target

## Harassment Prevention Refresher Training for Supervisors



### Participant Workbook



**HUMAN RESOURCES**  
solutions + services



**Hitting the Mark™**  
Training Series

**HR Solutions & Services, LLC**  
PO Box 299, Peyton, CO 80831

**This Participant Workbook should NOT be construed as providing legal advice in any situation.**

**The contents herein are solely intended as general guidelines and, therefore, are limited in content and scope. You should contact an appropriate designated personnel within your organization for advice and/or guidance regarding any specific situation.**



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**solutions ★ services**

**HR Solutions & Services, LLC**

PO Box 299, Peyton, CO 80831

719-495-5045 (work) 719-466-2060 (fax) [www.hrsos.net](http://www.hrsos.net) (website)

## MESSAGE FROM THE ORGANIZATION

At our organization we strive to create and maintain a work environment in which diverse people are treated fairly and with dignity, decency and respect regardless of their sex, racial or ethnic background, or other personal characteristics. As such, this training program is to help support these commitments by giving you practical tips, tools and guidelines to comply with our organization's policies when interacting with others in the workplace.

### Goals:

- Reinforce the organization's policies regarding preventing discrimination, harassment and retaliation in the workplace.
- Increase knowledge of current trends and themes influencing workplace diversity, inclusion and respect.
- Refine skills and best practices for recognizing and avoiding inappropriate behaviors based on sex, race, color, national origin and other protected characteristics that are not conducive to a productive and inclusive workplace.
- Reinforce manager and supervisor responsibilities to promptly respond and report potential violations of the organization's policies.
- Practice and develop effective communication skills for dealing with and/or responding to inappropriate behavior of others in the workplace, and for handling requests for confidentiality and/or "off-the-record" conversations.
- Discuss strategies for supporting a respectful and inclusive environment.

### Objectives:

- Less workplace conflict and disputes among employees.
- Fewer complaints and increased productivity from employees.
- Less chance to violate the organization's policies.
- Maintain a fair, respectful and inclusive work environment where supervisors are empowered to respond to inappropriate behaviors.



## Harassment Prevention Quiz: How Much Do You Know?

- (1) Who can be held personally liable for harassing conduct in the workplace?**
- (a) Managers.
  - (b) Managers and supervisors.
  - (c) Managers, supervisors and non-supervisors.
  - (d) None of the above.
- (2) What types of harassment are prohibited by the organization's policy?**
- (a) Quid pro quo harassment.
  - (b) Hostile work environment harassment.
  - (c) Neither a or b.
  - (d) Both a and b.
- (3) Which of the following verbal, visual and/or physical behaviors violate our organization's anti-harassment policy?**
- (a) A male employee who compliments another female employee on the color of her shirt.
  - (b) Decorating the break room with black balloons and an "Over the Hill" banner to celebrate an employee's birthday.
  - (c) An employee who gives another employee a hug congratulating him on his promotion.
  - (d) All of the above.
- (4) A consensual sexual relationship between a supervisor and an employee he or she supervises cannot be considered sexual harassment.**
- (a) True.
  - (b) False.
- (5) If sexual jokes are told between two employees who are at work but neither employee is offended by the jokes and nobody else overhears the jokes, there has been no violation of the organization's anti-harassment policy because the jokes were consensual.**
- (a) True.
  - (b) False.
- (6) The organization's anti-harassment policy applies to which of the following persons:**
- (a) Employees.
  - (b) Employees and contractors.
  - (c) Employees, contractors and vendors.
  - (d) Employees, contractors, vendors, customers and visitors to the workplace.

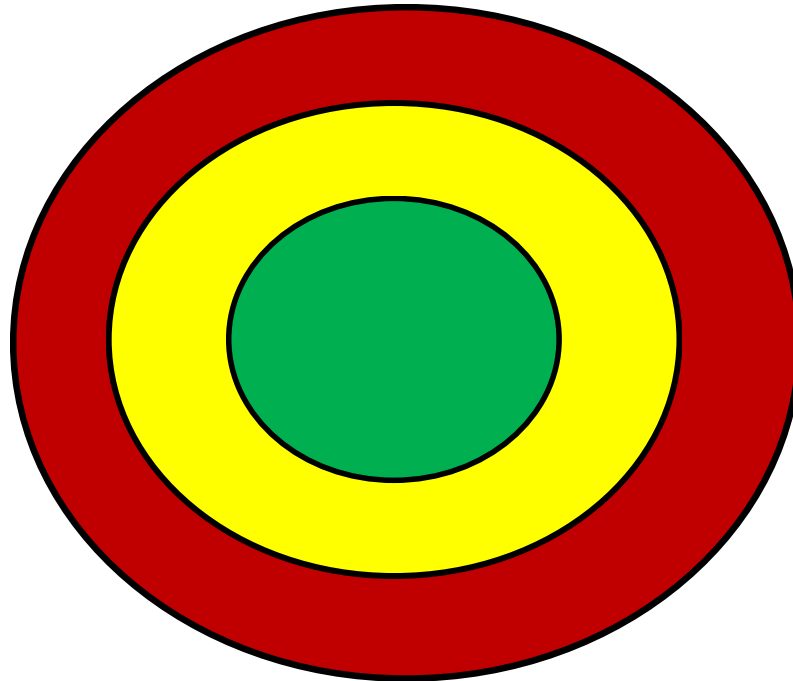


## Harassment Prevention Quiz: How Much Do You Know?

- (7) **The organization’s anti-harassment policy applies to managers and supervisors in which of the following situations:**
- (a) While at work or off-premises performing work-related activities.
  - (b) Attending any and all events sponsored by the organization.
  - (c) 24 hours a day, 7 days a week, 365 days a year.
  - (d) None of the above.
- (8) **Prohibited retaliation is defined as “getting even” with someone who has:**
- (a) Filed a complaint of harassment.
  - (b) Opposed harassment in the workplace.
  - (c) Provided information during an investigation of harassment.
  - (d) All of the above.
- (9) **A retaliation complaint can only succeed if the underlying harassment complaint upon which it is based has been proven?**
- (a) True.
  - (b) False.
- (10) **Employees may report allegations of harassment and/or retaliation to the following persons:**
- (a) First to a supervisor because all employees must report issues of workplace harassment and retaliation through the chain of command.
  - (b) Only to a union representative (if applicable).
  - (c) To either a supervisor, any manager or supervisor in the organization, to a Human Resources representative, or a union representative (if applicable).
  - (d) None of the above.
- (11) **As a manager or supervisor you do not have an obligation to report an allegation of harassment or retaliation in which of the following circumstances:**
- (a) When the complainant states he or she does not want to file a formal complaint.
  - (b) Hearsay complaints (i.e., information provided by third parties not involved in the situation) of harassment or retaliation.
  - (c) You encounter an employee who you do not supervise at a local grocery store on the weekend and he informs you that last week employees in his department hung a noose in the workplace as a joke for Martin Luther King Day.
  - (d) None of the above.

Current Trends

### The Bullseye Tool™



“In the Green zone” means your behavior is “okay” and is consistent with the organization’s policies and you . . .

**HIT THE MARK!**

“In the Yellow zone” means your behavior is “risky” as it may not be consistent with the organization’s policies and you . . .

**Missed the Mark! Don't Go Here!**

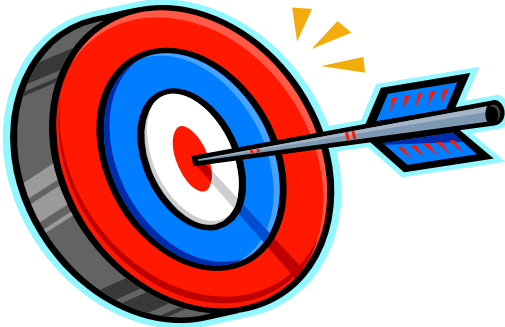
“In the Red zone” means your behavior is “not okay” as it is inconsistent with the organization’s policies and you . . .

**Missed the Mark! Don't Go Here!**

**Sample**  
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**Remember to KEEP IT IN THE GREEN !**

## Recognizing Potential Harassment Issues



### Applying the Bullseye™ Tool to Recognize Inappropriate Behavior

#### 13 Hazard Zones

- (1) Jokes
- (2) Visual Images (e.g., cartoons, tattoos, pictures, magazines, screen savers, clothing)
- (3) Email & Agency communication devices (e.g., computer, dispatch radio, faxes, phones)
- (4) Cursing and profanity
- (5) Sexual banter, innuendo and conversations
- (6) Nicknames
- (7) Stereotypes
- (8) Touching
- (9) Comments based on personal appearance (including some compliments)
- (10) Dating and personal relationships
- (11) Off-premises conduct
- (12) Retaliation
- (13) Any sexual conduct or derogatory behaviors based on protected characteristics

Sample

*[Note: Just because conduct or behavior falls within one of the above hazard zones does not automatically mean that there has been a violation of a policy. However, when behavior in these hazardous areas is sexual in nature or is derogatory toward a protected characteristic then such conduct may be inappropriate and violate one or more of the organization's policies.]*



**Staying on Target:  
Aiming For A Harassment-Free Workplace**



**Ready - Aim - Shoot**

**BULLSEYE!**

**Instructions:** Read each scenario card your Table Group has been given. Then determine whether the behavior depicted in the scenario should be in the Green, Yellow or Red zone on the Bullseye. Then take your arrow off of the scenario card and place it in the zone on the Bullseye where you have determined it belongs.



**Scenario Card Number:** \_\_\_\_\_

Hazard Zone? \_\_\_\_\_

Where on the Bullseye? \_\_\_\_\_



**Scenario Card Number:** \_\_\_\_\_

Hazard Zone? \_\_\_\_\_

Where on the Bullseye? \_\_\_\_\_

*Sample*



**Scenario Card Number:** \_\_\_\_\_

Hazard Zone? \_\_\_\_\_

Where on the Bullseye? \_\_\_\_\_

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### The Supervisor Takes the Stand!



*Role-Play  
Demonstration*

(1) Where would you put Drew’s behavior on the Bullseye? Why?

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(2) As a supervisor, what was Bailey’s responsibility in this situation? Explain.

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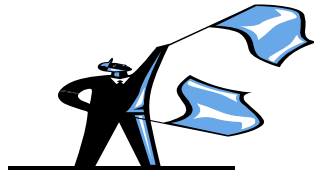
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(3) How should Bailey have responded when asked to keep the situation “confidential” and “off-the-record?”

*Sample*

*Not for Reproduction*

## Manager & Supervisor Responsibilities



### When Are You On Notice?

- See \_\_\_\_\_
- Hear \_\_\_\_\_
- Hear \_\_\_\_\_

**YOU MUST TAKE PROMPT EFFECTIVE ACTION!**

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- Managers and supervisors have a mandatory reporting requirement to a Human Resources representative (or other appropriate designated personnel).

- Do not agree to keep a complaint "confidential" or "off-the-record" as all issues and concerns of potential harassment and retaliation must be reported.

- Failure to report may result in disciplinary action (including termination).

## Managing a Diverse & Inclusive Environment



### Case Study

David approaches his supervisor and announces that he is being subjected to a hostile work environment. He states to his supervisor: “You and I both know that Charles is gay. He said so himself! Now how are we supposed to take that? I’m uncomfortable! Who wouldn’t be? I’m just worried that he’s checking me out. Besides, in my religion we don’t believe in homosexuality. I’d really appreciate it if you change me to another shift or don’t give me any work assignments where I have to be around Charles.”

Then, the next day, David and a few other employees approach the supervisor and complain about Charles’ behavior towards them in the workplace. They complain that they are in a hostile work environment and state the following: “Today, Charles wore a jacket with a rainbow flag and he told us that it is a symbol expressing gay pride. Now he’s flaunting his sexuality at us and we don’t appreciate it! If you don’t do something about this we will. Tomorrow we all plan to wear our own jackets with a rainbow flag with an “X” through it – we’ll show him!”

*Sample*  
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## Managing a Diverse & Inclusive Environment



### Case Study

(1) Were there any inaccurate assumptions, negative stereotyping and/or biases being expressed by any of the employees? Explain.

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(2) How should the supervisor handle the situation?

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(3) How might the supervisor support an inclusive environment that respects all differences? Explain.

*Sample*

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Notes: \_\_\_\_\_

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\_\_\_\_\_

*Sample*

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**No Retaliation!**

- In response to a complaint of discrimination or harassment.
- Against persons opposing harassment or assisting in the investigation of a harassment complaint.
- Because a person belongs to a protected group.

**Top 5 Rules for Supporting A Respectful and Inclusive Work Environment:**

- (1) Do not engage in behavior that is s\_\_\_\_\_ in nature or demeaning towards a p\_\_\_\_\_ characteristic.
- (2) Avoid inappropriate verbal, v\_\_\_\_\_, and physical behaviors that may violate our organization's anti-harassment policy.
- (3) Speak \_\_\_\_\_ and respond to inappropriate behaviors of others in the workplace.
- (4) You must \_\_\_\_\_ all concerns of potential discrimination, harassment and/or retaliation that you become aware of.
- (5) Remember to Keep it in the \_\_\_\_\_ to support a respectful and inclusive work environment.

Sample

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