Cultivating a Workplace of Civility and Respect –

*Training is Only the Beginning!*

Sheila Krejci, M.Ed. HRD, Author, Master Facilitator and Presenter’s Coach, inspires business owners, leaders, teams and other professionals to ACTION! Integrating foundational adult learning theory with practical application is the hallmark of Sheila’s engaging style with individuals and audiences. Author of *Leaders are Responsible for Civility in the Workplace* and *The Engaging Expert: Best Practices for Occasional Presenters and Accidental Trainers*, Sheila has been an adjunct staff member of the University of Minnesota, the University of St. Thomas, the University of Arizona and the Partners in Education in Minnesota as well as award winning authorized partner of Wiley Publishing’s Everything DiSC® and Five Behaviors of a Cohesive Team™ professional development tools.

As consultant to the League of Minnesota Cities, Sheila’s courses “Cultivating a Respectful Workplace” and “Your Role (Supervisors and Leaders) in Cultivating a Respectful Workplace” have been applauded by diverse audiences including Public Safety professionals-- police and fire officers, municipal utilities, maintenance and administrative services, Mayors and City Councils and corporate audiences in many industries. Sheila recently spoke at the HR Tomorrow and Women’s Leadership Conferences at the Carlson School of Management, University of Minnesota and the National League of Cities Annual Conference.

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## Respectful Behaviors Reality Check

*How often do you exhibit these behaviors in your workplace? Who handles these behaviors well? What can you learn from those you admire?*

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Rarely</th>
<th>Often</th>
<th>I can do better!</th>
<th>Who in my workplace handles this more respectfully? How?</th>
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<tr>
<td>Demonstrate interest or curiosity about others’ opinions that are different from mine</td>
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<td>Accept constructive feedback from co-workers, colleagues, constituents, customers or others</td>
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<td>Thank others for their contributions to the team and the organization’s collective results</td>
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<td>Intervene when others are using inappropriate language</td>
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<td>Passionately debate others during meetings</td>
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<td>Use sarcasm inappropriately</td>
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<td>Accept credit for team performance knowing that others did the majority of the work</td>
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<td>Interrupt others during conversation</td>
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<td>Speak to my teammates more harshly than my customers, vendors or others</td>
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<td>Withhold constructive feedback to someone on my team who is a high performer or well liked as an informal leader</td>
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<td>Demonstrate support of colleagues who are the “targets” of others’ disrespect or incivility</td>
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<td>Model our standards of expected behaviors for professionalism, respect and civility.</td>
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<td>Know our policies and reporting process for inappropriate and especially illegal behavior in the workplace</td>
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Examples of **Workplace Incivility**

- Taking individual credit for collaborative efforts
- Passing blame for personal mistakes
- Sending bad news through email rather than delivering face to face
- Talking down to others
- Failing to listen
- Email or texting during meetings
- Setting others up for failure
- Showing little interest in others’ opinions
- Interrupting others’ conversations
- Failing to return phone calls/emails
- Leaving short/snippy voice mail messages
- Leaving a mess for others to clean up
- Consistently grabbing easy task leaving others more difficult ones
- Taking resources others need or delaying access to resources or information
- Making demeaning comments or derogatory remarks
- Using sarcasm repeatedly
- Temper tantrums or emotional outbursts
- Degrading others online—Facebook, LinkedIn, Twitter
- Ignoring others’ time constraints even when known
- Arriving late to appointments- meetings
- Gathering items to leave meetings before a speaker has finished
- Talking loudly in common areas
- Non-verbal expressions (i.e. eye rolling, smirk)
- Ignoring others who are engaged in inappropriate behavior
Examples of **Retaliatory Behavior or Adverse Action Casually Connected** to Complaint

Withholding information or invitation to typical meetings or events
Shutting someone out of a network or team

Avoiding someone intentionally
Refusing to work on team, project or with a former colleague
Providing insufficient or inaccurate information intentionally
Gossiping about someone
Complaining to others about a coworker being provided an accommodation
Transfer to undesirable location
Change or reduction in role, responsibilities or duties
Required to perform duties not associated with job role or as completed by others with same job role
Inappropriate or overly harsh discipline not fitting performance
Uninvited to meetings typically attended
Left out of written communications when typically included
Not approved for typically authorized expenses
Not approved for development opportunities as others with same role
Receiving inaccurate and/or inadequate performance evaluation
Passed over for promotion
Demotion in job title or role
Termination
Training for Anti-Harassment and Respectful Workplaces

Preparation

1. **Consider who will deliver formal training—outside consultant or Human Resources.**
   Note: line managers are usually NOT the best at formal training as they often lack the subject matter expertise especially about changing legal responsibilities, rules and regulations. Participants may also be reluctant to ask questions or respond honestly with managers they work with each day.

2. **Consult with CEO, Administrator, Senior Level Managers to understand commitment to values, training initiatives and reinforcement as well as logistics such as leaders introducing and participating.**

3. **Before designing training, consultant or HR should interview a sample of potential participants using questions like this:**

What is your role/responsibilities? What about the roles/responsibilities of others in your organization?
How has your role changed since you started?
How has your team and your manager changed since you started?
What is challenging about working with different personalities? Different age groups? Different genders?
What are you curious about someone when someone new joins your team, your department or organization?
What are the values of your organization? What would you say is the one or two that are most reflected in daily work with constituents, vendors, colleagues and management vs staff?
What behaviors on your team or by your direct reports that demonstrate respect for others?
In meetings, what behaviors demonstrate respect for others?
How would you describe incivility?
How does management demonstrate commitment to a harassment-free work environment?
What are examples of “protected classes” or “protected activities” in your organization?
How does your organization define retaliation or retaliatory behavior?
What is the process of reporting someone who has or is making you uncomfortable at work?
How confident are you that your organization can handle a claim of harassment or discrimination appropriately?

**Add your own here:**

**Additional Questions for Supervisors, Managers or Leaders**

What behaviors on your team or by your direct reports that demonstrate respect for others?
In meetings, what behaviors demonstrate respect for others?
What are the differences between illegal and just “inappropriate” behavior among staff, colleagues and others?
What is unique about your role as a manager when someone reports being the victim of bullying or harassment?
What would you do?
What is the process you are expected to follow when someone reports being a victim of bullying or harassment?
Where can you find that in writing?
What specifically you do to teach and reinforce your organization’s policies and procedures around discrimination, harassment and retaliation?
How comfortable are you in the steps you need to take when faced with a claim of harassment or discrimination?
What are examples of retaliatory behavior by you, your organization or even; your direct reports?
What can you do when a staff member reports being “harassed” by a constituent, business person or customer?
What are your questions about your legal responsibilities and/or your organization’s expectations of you when involved in a claim of inappropriate behavior?

**Add your own thoughts here:**
4. Create scenarios to be used in training, role playing and reinforcement sessions or meetings, that mimic the real life of potential participants (i.e. public safety officer with the public, public works plant operator, parks and recreation staff traveling to events together, office staff working on tight deadlines, city council members in work session, manager with staff in breakroom, CEO with other executives at professional conference). The locations, work performed, job titles, acronyms used, should be meaningful and relevant to the respective audience. These can be used in activities or weaved throughout the session.

5. Confirm any additional “protected classes” or “protected activities” that may affect the organization doing business in one or more municipalities and states. Be sure to incorporate these into all materials and scenarios.

6. Review the organization’s policies/procedures personally and make copies for all participants to use during the session. Be certain there is a formal reporting procedure with multiple options for all staff and managers to report less than appropriate or uncomfortable behavior. Identify the process of consequences for inappropriate behavior that isn’t illegal, too. Remember to incorporate these procedures into the design of the training experience.

7. Design participant centered materials, media or PPT with video if available. Include in the design process organization leaders who will be reinforcing key messages in the development and coordination of training. Be sure to have copies of the actual policies and procedures for all participants and leaders perhaps highlighting items you’ll focus on in the training.

8. Confer, when possible, with the organization’s legal authority to ensure materials and scenarios are accurate and complete. Minimally; include a disclaimer and indicate in writing, in facilitator guides and in the actual delivery of content, that any materials and formal training are NOT legal advice AND participants should refer to their organization’s policies, procedures and legal authorities.

9. Deliver training in person when possible as the preferred method—to leaders, staff, managers, seasonal workers, committee and council members and volunteers—anyone who represents the organization in operations, sales, marketing or advertising and advising like committees, commissions or boards. Include at least one Call to Action encouraging participants to take some immediate action following the training. This might be as simple as reviewing the rest of the policies and procedures not specifically covered in the session, making recommendations for changes to the reporting procedures or teaching someone else (spouse or child) about one or more key messages they’ve heard in the session. (Teaching someone else solidifies personal learning)

10. Managers and leaders must reinforce training immediately following formal training workshops or conferences, in staff conferences, meetings, 1:1 coaching and direction conversations; performance evaluations; all organization and team communications, etc. The sooner, the better and repetition results in memorization particularly when relevant and timely.

11. Managers and leaders reinforce policies and procedures immediately after formal training workshops or conferences and whenever any changes are made to those policies or procedures. Encourage all staff to suggest improvements in policies and procedures encouraging personal responsibility and contributions to the organization’s commitment to workplace civility and respect as well as harassment free.

12. Follow up all evaluation or CLOSING data gathered after formal training to determine if there are still areas of confusion or content or skill building that participants who’ve been involved in those workshops
or sessions, would like to refine. This could be clarification on the policies, procedures for reporting, skill building practice on how to confront someone who is bullying them or potentially harassing a colleague. It might even be processing the organization supports as the most appropriate way to handle customers, clients or constituents who are found to be making one uncomfortable.

13. If not included in initial formal training, consider additional “bystander” training opportunities for everyone formally or in small group session. These should include customized scenarios to be role played with ideas provided as to when to intervene, what are appropriate words to use initially and if the situation escalates and when/how to involve others including management.

14. Use internal and other company sponsored communications portals and newspapers to share stories of staff demonstrating commitment to cultivating a workplace of respect and civility or professionalism. Human interest success stories, especially when they include personal colleagues are enormous morale boosters for an organization. As there is so much negativity and fear around the concepts of harassment, discrimination and retaliation in the public experience, today, replace some of that with stories and examples of inclusivity and pride.

*Add your own thoughts here:*
Training Checklist and Key Messages for Anti-Harassment and Respectful Workplaces

Be sure your training includes all of these elements:

- **Program Purpose**—including Objectives.

  **Key Messages:** The organization is committed to professionalism and respect in the workplace demonstrating that in a variety of ways like training for staff and managers alike, policies and processes, etc. Point out the attention to national current events which affect all while citing statistics on costs of uncivil behavior to individuals (morale, physical and mental health, lower performance, time lost, etc.) and the organization, (loss in productivity, inability to hire and retain, legal fees and managerial time handling claims, etc.) and current trends in your own industry, city or state.

  Open with an introduction from the CEO, Administrator or Senior Leader to demonstrate the values that lead to this important training and ongoing activity. This leader may speak also to the ethical, legal and business reasons for cultivating and maintaining a workplace free of discrimination and harassment with a focus on the organization’s values of professionalism, respect or inclusivity. The credibility this leader brings to simply introducing training can’t be understated and is enhanced when that leader stays and participates in the session.

- **The Law and Organization’s Policies including Definitions**

  **Key Messages:** Review the organization’s stated values, Standards or Expectations of Professional Conduct directly from policies, mission or others statements. If there are no written guidelines, create specific examples to be reviewed throughout the session. Additionally, identify examples of uncivil, disrespectful or inappropriate behavior that while not illegal, are still disruptive to a workplace environment and must be stopped. Take care to explain types of discrimination and protected classes as defined by the EEOC (Equal Employment Opportunity Commission) like sexual, gender, age, disability, etc. AND those that may be specific to the organization’s municipality(s) and state(s).

  Be specific, using relevant examples of what is considered a protected activity including requests for medical accommodation or refusing a work direction thought to be discriminatory. Incorporate these into an activity or scenarios. Be sure to explain types of activities that are specific to the organization’s municipality(s) and state(s).

  Be specific, using relevant examples of what and how a Hostile Work Environment may be identified and the process for determining its validity. Remember to address the interview process which will involve more than just the parties to the claim and the need for confidentiality as the organization takes very seriously both the privacy of the person(s) making the claim and the individual(s) named in the claim. Also emphasize that being interviewed in such an investigation does not mean that you’ll learn the outcome of the claim and the concept of retaliatory behavior with each individual’s protection from and process to report.
Expand on, using relevant examples of *retaliation* by the organization, managers or leaders AND each individual. Emphasize the commitment to a “zero tolerance” for retaliation as this undermines the organization’s ability to maintain a harassment free, professional, values-based culture. An opportunity to practice the actual words to use in responding to retaliatory behavior may be needed.

Be specific, using relevant examples of *Quid Pro Quo and Sexual Harassment* and concepts of “unwelcome” sexual advances as these are often misunderstood. Situations involving either of these may be especially emotional for participants and managers alike given the public attention paid to these types of concerns.

Review the *organization’s policies* completely including procedures for *reporting a complaint* and how the organization will handle an *investigation* and take corrective action. You’ll refer, once again to the *Equal Employment Opportunity Commission—EEOC* as may be the source of the organization being involved or the entity requesting interviews of staff and managers. It is critical to emphasize that employees can report a potential claim to one of several individuals without the need to speak to a direct supervisor first AND that the complaint does NOT need to be in writing. Important as such required procedures may deter someone from coming forward at all.

- **Personal Responsibility for Promoting Professionalism, Respect and Civil Behavior**

  **Key Messages:** It’s important to provide non-judgmental opportunities for participants to check their *awareness of sensitivities* and often *different perceptions* of behavior in the diverse world of workplaces today vs years past.

  Stress that perceptions aren’t right or wrong or good or bad; they are just perceptions. Individuals have very different ways of seeing the same data or images, processing that information, making decisions about what they’ve experienced and communicating their conclusions. Words and actions that one finds acceptable or even; complimentary may have a very different affect on someone else. It is also true that the impact of one’s behavior, whether intentional, malicious or not, can have extreme results.

  Promoting appropriate, professional behavior is more than simply keeping tabs on one’s own actions. Emphasize that to ensure a workplace where everyone feels safe, comfortable and most of all—able to use their skills and talents to the best of their ability—is EVERYONE’s *responsibility*.

  Explain, again, the need for individuals to speak up when they feel the target of inappropriate behavior, whether it is illegal or not. Encourage, empower and provide *skill building opportunities* for individuals to address the person bothering them personally or report the problem---before it gets out of hand.

  Reinforce the *organization’s commitments to confidentiality, expediency with investigating complaints and taking appropriate action* when appropriate. Add specifics about what else
the organization is doing as part of its **overall strategy** to cultivate respect and professionalism—training of all staff and special training for managers, refining policies and procedures regularly, incorporating these values in operational systems like hiring and orienting, internal and external communications, individual development planning and evaluations and relationships with clients, customers, vendors and constituents.

☐ **Call to Action or Next Steps**

**Key Messages:** Because training is just an event but changing behaviors requires continual reinforcement to be effective, reinforce the need for participants to take some immediate action. Use any number of **CLOSING activities** beyond a typical evaluation form or “smiley sheet.” Instead encourage participants to call out the most important concept they heard during the session or the most surprising. In small groups or as a large one, ask for input on what is still confusing, what they need more of or what is their plan to contribute to the organization’s commitment to a harassment-free workplace where only respect and appropriate behavior are tolerated and professionalism at all times, is the norm.

☐ **Added Requirement for Leaders’ Training including Unique Role in Investigations**

**Key Messages:** Managers and particularly first line supervisors are **KEY** in the success of an organization committed to cultivating a workplace free of harassment, bullying and all forms of inappropriate behavior. These leaders are the eyes and ears of what is happening in the organizations operational processes daily where more senior level managers and individual departments like Human Resources are far removed in many cases.

Whether or not, these leaders were involved in drafting the policies and procedures, they are required by the organization to know them and manage reports of inappropriate behavior effectively and efficiently, whether illegal or not. They also have a **legal obligation to investigate** all potential illegal behavior reports. In the eyes of the courts when discrimination, harassment or retaliation have been shown to exist, these leaders are not just representatives of the organization, they ARE THE ORGANIZATION. What a leader does or does not do is the same as the action of the employer. And...a supervisor could be held **personally liable** when NOT taking appropriate action.

Practice with the **steps of an investigation** of inappropriate behavior complaint may serve the organization Leaders at all levels and include feedback on initial verbal and nonverbal reactions to hearing a complaint from one of their staff or other colleagues in the workplace.

With emphasis on responsibilities for **withholding judgment** while taking a report to engaging a reticent reporter to provide uncomfortable details and others involved to following up with Human Resources, legal advisers and senior management before taking appropriate, often disciplinary action, it’s critical to encourage leaders in their **personal commitment** to serving both the **organization’s values and reputation** and their **personal integrity**.

Focus leaders on the need to complete the **investigation and documentation** as quickly as possible after a complaint comes to their attention. They must act with confidence thanking the
reporter for coming forward while refraining from reacting or agreeing that a crime may have been committed.

Remaining calm while reassure the reporter that you and the organization take this situation very seriously isn’t always natural for a leader particularly when this is their first experience with such a report. Demonstrate attention and good listening skills while eliminating all potential distractions when conducting the interview. Your reactions and subsequent competence at handling the investigation of allegations will almost surely affect not only the reporter’s confidence in you and the organization but others’ too. The result will be an environment where others take personal responsibility and contribute to cultivating a respectful workplace or conversely, loose trust in the organization’s commitment and no longer report their issues or those they may see.

Remind reporters that you want to clarify all facts including others who may have witnessed the behaviors so that you can help maintain a comfortable, safe environment for everyone. Also reassure the reporter that information received will be handled discreetly. DO NOT PROMISE CONFIDENTIALITY as you may be dealing with illegal behavior and you are required by law to report it.

Remind the reporter that retaliation from coworkers or other managers will not be tolerated and should be reported to you immediately so that you can deal with it.

Complete your documentation and ask the reporter to verify what you’ve written…it is not necessary to have them sign anything unless they feel OK doing so and in fact, could have the appearance of retaliation when required rather than suggested.

Report your findings to your Human Resources’ department, designee, or senior management for next steps.

Spend time educating supervisors on the Equal Employment Opportunity Commission’s (EEOC) processes when determining the merits of discrimination, harassment and retaliation claims and your role in meeting requests for interviews, personnel records, etc. Emphasize that if leaders receive a Right to Sue or Notice of a Charge of Discrimination, they must respond immediately and follow the steps in the process you’ve outlined.

Optional Handouts/Activities:

1. Reality Check of Personal Behaviors
2. Reality Check of Current Knowledge of Harassment, Discrimination, Retaliation, Organization Policies and Procedures and Organizational Reporting Procedure
3. Job Aid with Reporting Policy Steps ---using images for clarity (particularly helpful with English as a Second Language employees and volunteers)
4. Scenarios for use in Training, Skill Building or Reinforcing Key Harassment-Free Workplaces focused on Respect and Professionalism
5. Additional resources, references and contact
Training Scenarios to Accompany
Cultivating a Harassment-Free Workplace Focused on Respect and Professionalism

The following scenarios can be used in a Training, Role Playing or Coaching exercise like this:

Directions: In partners, triads, or small groups review each scenario and determine:

1. Is inappropriate behavior present? If illegal, what type of harassment may be indicated?
2. Who is the victim(s)?
3. What should the organization do about it?
4. Optional: If you received the complaint, what would you do?
5. Optional: Where in your employee policies would you look for guidance about the proper steps to take immediately and long term?

You’ll have 15 minutes to review your situation and jot your thoughts on a Post It Chart

1. You started working in an area that coordinates company-wide communications and relies on leaders and staff each month for content about what is happening in locations across the organization. Due to the growth of the organization over the last year or so and with a series of new initiatives and events going on simultaneously, it’s become increasingly difficult to get information by the published deadlines thus you and your team are always scrambling to meet your goals. At a recent meeting, you overhead one of your colleagues complaining to another that this is happening “all the time” and she is getting tired of begging for updates and event details from people who seem to think these requests are “above and beyond their real work.” It’s making your department look incompetent.

Debrief comments include: While dismissing deadlines may not be illegal behavior, dismissing others’ needs, goals or results like those published timeframes, is certainly less than professional…particularly when it is repeated behavior. When one person’s lack of urgency means that another’s actions will now have to become urgent, it isn’t fair and may further result in an end product that can be seen as insufficient or incomplete. Additionally, when the work of one team member is considered to be more important than that of another or the action (or lack of action) is considered to be less critical or even superfluous, the resulting behavior may be at a minimum, one person feeling devalued. There may be some “get you back” action at some point, as well.

Your Additional thoughts:
2. Recently, several new specialized positions with expertise in today’s rapidly changing and diverse workplace environment, have been added to the organization. These new positions should culminate in greater effectiveness and certainly increased consistency in operational procedures. While you no longer feel like you have to be a “jack of all trades” taking on responsibilities that these specialists can handle more efficiently, you automatically handle things yourself, as you’ve always done.

Debrief comments include: While you may think the actions, you take to handle things yourself will be helpful and perhaps culminate in more timely results initially, you may be duplicating efforts unnecessarily and may even be usurping the new specialists’ roles or responsibilities. The expertise of the specialists may indicate the need for new processes or procedures as required by changing laws or regulations in the industry or functions, too. You’d be well served by getting to know what these folks’ responsibilities entail, how they overlap with yours and what you might learn from them. This isn’t illegal behavior though respect will be improved when colleagues recognize and call upon the unique knowledge, skill and strengths of each other to accomplish their own work.

Your Additional thoughts

3. You’ve become quite excited about an online data gathering tool that you and your colleagues have been working on for several months. It will make your team’s work with inquiries and end of the month reporting so much easier. In essence, you enter the information immediately then the tool accumulates and aggregates each data classification regularly. At a workshop you’re attending with others from the company, you hear about a very similar procedure with an Excel tool that is already being used in another area. You are embarrassed and feel like your team has wasted a lot of time and energy.

Debrief comments include: While not sharing information that may be helpful to others’ work is not illegal, communicating something you’ve discovered that may benefit and even streamline the work of others is professional, respectful behavior that in fact; many organizations expect of their staff. Certainly, leaders would be wise to encourage and reward this type of behavior so that it becomes the norm and is repeated among their direct reports or even; colleagues. Often, when ideas percolate on a team of a larger organization, the wise leaders or team members consider who in the organization may have some knowledge or experience to tap into as the idea becomes reality. Formal and informal communications are essential to workplaces that value respect, civility and professionalism.

Your Additional comments:
4. Due the nature of the work and limited space in the department, employees are required to work in close physical proximity. Male and female staffers are shoulder to shoulder throughout the day. Inadvertent touching seems to happen often and you’ve heard comments from at least two staffers that it makes them uncomfortable.

**Debrief comments include:** Whatever the job environment, tightly packed fulfillment centers, produce departments or production lines, intimate quarters are the reality for some jobs at all times and some jobs in temporary situations as when a workplace is being remodeled or set up with seasonal displays. The best preventative action is to advise candidates for positions that this is the situation and may be unavoidable. They can then make a personal decision about the appropriateness of the work environment for them.

This underscores the importance of providing guidance about how to speak up when individuals are uncomfortable in any situation, reporting concerns to you or other leaders rather than simply complain to co-workers. **Bystander training** is becoming more and more helpful in organizations allowing appropriate responses immediately, resisting challenging responses that may escalate a situation, involving others to deflect the inappropriate overtures and may eliminate the need for further action if the behavior is abated.

Always be proactive with comments to everyone that this proximity to coworkers may present an issue and keep your eyes and ears open to avoid any issues proactively.

**Your Additional comments:**
5. You are talking with another manager who you’re mentoring and whose department has several attractive female staffers that are constantly being told they are “lovely” or look “beautiful” by a male vendor. While this manager espouses “great service at all times,” and no one has complained about the extra attention, you know the manager is uncomfortable with allowing this practice to continue.

Debrief comments include: More than one issue is present. As a leader in the organization, the manager must deal with staff even if they haven’t complained. Compliments without sexual, racial, or other (protected class) overtones, isn’t a problem itself but when physical appearance is the focus of the verbal comments, especially when accompanied by looks and smiles or mention of body parts like legs, these quickly fall into more dangerous, unwanted territory. Left unchecked and without response by a leader who is aware of it, the behavior can lead to a later claim of a hostile work environment, sexual harassment, or worse.

This is a great opportunity to review the company’s respectful workplace policies that often focus on the rights of all “employees to work in an environment free from harassment, discrimination and retaliation” on the part of managers, coworkers, members, vendors or customers.” Be sure the manager refrains from thinking and saying, “the customer or in this case, the vendor is always right” when it comes to inappropriate behavior. Focus on the need to be confident in statements to the staffer that the company will deal with the vendor appropriately and to report any further, similar behavior.

Then—the manager should be sure to approach the vendor privately explaining that your workplace is committed to following company policies around respect of all staff and while compliments are always welcome, the company can be held liable for NOT addressing potentially unsolicited behavior. The vendor should be asked to simply refrain from making anything other than general, non-sexual, racial (protected class) compliments.

Your Additional comments:
6. A colleague at conference reports that an important long-standing board member makes a pass at them and they come to you for advice.

Debrief comments include: Just as the company’s policy probably states and, as a fundamental principle of values, your organization affirms the “right of all employees to work in an environment free from harassment, discrimination and retaliation on the part of managers and coworkers. This also extends to, and should be spelled out, vendors, guests, customers, constituents and members of commissions, boards or anyone in an advisory position to the organization. As a leader, you MUST report the complaint as potentially illegal sexual harassment so that an investigation is prompted whether you believe the situation rises to the level of sexual harassment or not. Your role as a leader is to gather the facts, without judgement, and report the situation to your organization’s senior leadership and/or legal counsel.

It is critical that you inform the staffer that you cannot promise complete confidentiality based on the possibility of illegal harassment and the company’s commitment to investigate every complaint, but that the facts will be shared discreetly and only with those who must know. Be sure to reiterate that YOU and the COMPANY take this seriously and discourage the staffer from taking the matter into their own hands as you’ll act appropriately and that corrective action will be taken.

It is so important to share the “next steps” about what will happen with the concern, that the staffer will be kept in the loop about action taken and that this situation presents an opportunity to ensure everyone feels comfortable that the company is committed to their comfort and safety—not just in this individual situation. This will instill confidence in the staffer that you, as leader, are well versed in what needs to happen and can take the appropriate steps from here.

Note: although your initial reaction may be to remove the employee from their location if there’s a possibility of this behavior continuing, be careful as this could be seen as punishing or retaliating inadvertently against the staffer who reported the situation. This type of action could later be interpreted as an alteration in the staffer’s important or significant responsibilities, income or other job-related benefits. YOU SHOULD ALWAYS discuss any action with the staffer, first and be sure to document his or her response.

Your Additional comments:
7. An employee who used to work for you and with whom you still have a good working relationship after transfer to another department, tells you that her new manager often glances at her chest and repeatedly asks her our after work. Your former employee, who knows you are friends with his new manager, says she has no interest in a social relationship but that she’s afraid to say anything as she is new and wants to stay on the boss’ good side.

Debrief comments include: As a leader, you have a unique role and responsibility in this potentially illegal harassment situation. First of all, resist the inclination to get involved personally or try to mediate the situation yourself in order to maintain relationships and/or avoid legal repercussions. You have a legal (and a company) responsibility to report this behavior and should make that clear to your former employee. Avoid dismissing the facts or render an opinion on whether the former employee’s comments have merit as that is not your call.

Emphasize that the company takes this type of behavior very seriously and you must respond accordingly in order to maintain a working environment free from harassment, discrimination and retaliation for ALL employees now and in the future.

Instill confidence in your former employee that you’ll be discreet with the facts, want to clarify all the facts and inform only those who need to address the behavior including human resources and senior management. Let the former employee know that they may not hear a result from you but will be kept in the loop from those who will investigate the facts.

Your Additional comments:

8. This is the second all team meeting where you’ve listened to a colleague “tease” another individual on the team in front of everyone. You have a great deal of respect for this colleague and don’t know whether these comments have any merit but they are clearly making you uncomfortable and given the facial reactions and silence from others after these remarks, you sense that you aren’t alone.

Debrief comments include: While the “teasing” may not rise to the level of harassment or illegal behavior, the fact that you are uncomfortable is a sign that this may be a slippery slide, especially as the situation isn’t isolated and you are sensing discomfort from others as well. You have a choice. You can confront the individual during the meeting or after the meeting or report your discomfort to a manager or someone in authority that you respect. Sometimes, it’s appropriate to say something privately like, “I know you’re teasing but I’m uncomfortable with these types of comments in this way. Could you refrain from using those words?” If the behavior continues, repeating your request during the meeting may be enough to halt further comments. Inserting your personal response suggests how this affects you and is the most appropriate way to discourage further behavior.

Your Additional comments:
For Managers/Supervisors and other Leaders specifically

1. You manage a highly respected supervisor who regularly receives kudos from coworkers, clients and vendors alike. This leader thinks that claims of harassment are disruptive, wasteful, even malicious by chronic complainers. Additionally, he believes that the organization’s policies are excessive and unnecessary as he’s never had a report from any staffer. This supervisor refuses to spend precious time reviewing the policies other than to require staff to review and sign them when hired.

*Debrief comments include:* As a leader, your first course of action is to deal with this supervisor’s personal attitudes about harassment AND then his role as a fellow leader in the organization. He may need more awareness of the legal definitions of “protected classes” and “protected activities” in the current workplace environment compared to when he started his career. He might also benefit from learning more about the types of work environments are typically “at risk” for harassment in today’s world (i.e. primarily one sex or one culture, primarily teenage or young adult environments where employees lack knowledge and experience with typical workplace norms or skills to deal with inappropriate advances, situations with recognized high value employees).

His lack of support and even cynicism about the organization’s policies may serve to negate overall efforts to focus on values and address harassment head on AND erode confidence in all employees about the organization’s ability to provide the rights of all employees to work in an environment free from harassment, discrimination and retaliation.

Remember, your company policies and values follow the legal requirements as set out by the EEOC for an employer defending a sexual harassment case. That is that the company, “exercised reasonable care to prevent and correct promptly any harassing behavior” in the workplace. Having a comprehensive policy is the first step. The second is that you show you did something more than just write and disseminate the policies. (i.e. training program, multiple avenues of reporting by the employee who is facing the inappropriate behavior, ongoing focus on respect, humanity and civility in other operational systems like performance coaching and management, rewards and recognition, company communications)

*Your Additional comments:*
2. You disciplined an employee for using loud, inappropriate language when speaking with a coworker who appeared visibly upset with the exchange. Later, your manager calls you into her office and intimates that you were more harsh than necessary especially as this employee has always been a high performer and loved by coworkers.

Debrief comment include: Lack of support from management can be a real problem particularly as it may involve a breach of your organization’s policies. The coworker may have felt threatened with the exchange; perhaps even perceived as aggressive behavior—particularly if this wasn’t an isolated exchange.

At a minimum, stick to your reasoning for discipline and reinforce your response and disciplinary action with your supervisor using the language of your organization’s policies specifically. You may want to document this exchange.

You may also want to get some advice from Human Resources for follow up. Allowing inappropriate behavior by someone who may be considered “more valuable” than others because of their special knowledge, talent or skill, sends the wrong message to everyone and certainly undermines your entire harassment prevention efforts as well as employee policies around communications.

Your Additional comments:

3. You have been asked by human resources to assist an investigation based on a claim of harassment in another department. When you try to interview the employee who complained, he tells you he already told human resources all he knew and didn’t want to be involved further. You are aware that this employee has made at least one other claim of harassment in the past.

Debrief comments include: Staffers who complain of any type of harassment and then decide not to cooperate with an investigation often fear retaliation from management, the harasser him or herself or coworkers. You should try to engage the staffer in discussion specifically around the fact that there can be no reprisals or retaliation for reporting or cooperating now. If there is, that behavior is prohibited under the same statues that prohibit discrimination or harassment and a separate complaint of retaliation can be initiated.

Most important, though, to gain cooperation, emphasize that their refusal to get involved may affect the outcome of the investigation and in a decision on the merits of the case. Focus on you and the company’s commitment to an environment of comfort and safety for ALL staff ongoing and try to instill confidence with the staffer that the investigation will be handled discreetly with as few people involved as necessary. Let them know that the organization will keep them involved throughout the process until a final outcome is decided.

Remember, regardless of whether the staffer cooperates, you MUST continue with an investigation and should interview other witnesses, the accused and your investigation team including human resources.

Your Additional comments:
4. Your workplace now includes several staff from South America or European origin. Some of these staffers regularly embrace and even kiss each other hello. Even a new manager engages in this same behavior. No one has ever complained.

**Debrief comments include:** With the expanding cultural diversity in all workplaces among staff and/or customers, it is important to respect diverse customs. When a behavior is in conflict with U. S. laws and/or company standards and policies though, it is your responsibility to halt the behaviors immediately regardless of whether anyone complains or reports that behavior.

While an “embrace” or “kiss” may not result in a determination of sexual harassment, clearly any employee has a right to be free of unwanted behavior like this, regardless of the co-worker or supervisor’s intent. The best course of action is to avoid any embrace or kiss in the workplace.

Absent complaints about this type of behavior doesn’t mean it is acceptable to all. As a leader, you have a responsibility to act and should speak privately to those involved explaining that a handshake, eye contact or other nonverbal welcome conveys the same message in the workplace.
Sample Sexual Harassment Policy Specifically

________________ is committed to creating and maintaining a workplace free of harassment and discrimination. Such harassment is a violation of Title VII of the Civil Rights Act of 1964 and the Minnesota Human Rights Act.

In keeping with this commitment, the city maintains a strict policy prohibiting unlawful harassment, including sexual harassment. This policy prohibits harassment in any form, including verbal and physical harassment.

This policy statement is intended to make all employees sensitive to the matter of sexual harassment, to express the city's strong disapproval of unlawful sexual harassment, to advise employees against this behavior and to inform them of their rights and obligations. The most effective way to address any sexual harassment issue is to bring it to the attention of management.

Definitions

To provide employees with a better understanding of what constitutes sexual harassment, the definition, based on Minnesota Statute §363A.03, subdivision 43, is provided: sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, or other verbal or physical conduct or communication of a sexual nature, when:

- Submitting to the conduct or communication is made either explicitly or implicitly a term or condition of an individual's employment; or
- Submitting to or rejecting the conduct or communication is used as a factor in decisions affecting an individual's employment; or
- Such conduct or communication has the purpose or result of substantially interfering with an individual's employment or creating an intimidating, hostile or offensive work environment.

Examples of inappropriate conduct include but are not limited to: unwanted physical contact; unwelcome sexual jokes or comments; sexually explicit posters or pinups; repeated and unwelcome requests for dates or sexual favors; sexual gestures or any indication, expressed or implied, that job security or any other condition of employment depends on submission to or rejection of unwelcome sexual requests or behavior. In summary, sexual harassment is the unwanted, unwelcome and repeated action of an individual against another individual, using sexual overtones as a means of creating stress.

Expectations

________________ recognizes the need to educate its employees on the subject of sexual harassment and stands committed to providing information and training. All employees are expected to treat each other and the general public with respect and to assist in fostering an environment that is free from unwanted harassment. Violations of this policy may result in discipline, including possible termination. Each situation will be evaluated on a case-by-case basis.

Employees who feel that they have been victims of sexual harassment, or employees who are aware of such harassment, should immediately report their concerns to any of the following:

- Immediate supervisor;
- Administrator;
- Board member

In addition to notifying one of the above persons and stating the nature of the harassment, the employee is also encouraged to take the following steps:

1. Make it clear to the harasser that the conduct is unwelcome and document that conversation.
2. Document the occurrences of harassment.

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3. Submit the documented complaints to your supervisor, Administrator of a member of the Board. Employees are strongly encouraged to put the complaint in writing.

4. Document any further harassment or reprisals that occur after the initial complaint is made. ________ urges that conduct which is viewed as offensive be reported immediately to allow for corrective action to be taken through education and immediate counseling, if appropriate.

Management has the obligation to provide an environment free of sexual harassment. ________ is obligated to prevent and correct unlawful harassment in a manner which does not abridge the rights of the accused. To accomplish this task, the cooperation of all employees is required.

________ will take action to correct any and all reported harassment to the extent evidence is available to verify the alleged harassment and any related retaliation. All allegations will be investigated. Strict confidentiality is not possible in all cases of sexual harassment as the accused has the right to answer charges made against them; particularly if discipline is a possible outcome. Reasonable efforts will be made to respect the confidentiality of the individuals involved, to the extent possible.

Any employee who makes a false complaint or provides false information during an investigation may be subject to disciplinary action, up to and including termination.

**Retaliation**

__________ will not tolerate retaliation or intimidation directed towards anyone who makes a complaint. Retaliation includes, but is not limited to, any form of intimidation, reprisal or harassment. Any individual who retaliates against a person who testifies, assists, or participates in an investigation may be subject to disciplinary action up to and including termination.

Examples of retaliatory behavior include but aren’t limited to withholding needed information or resources from coworkers, excluding someone from a network or team, refusing to work with a former colleague or modifying their work environment needlessly.
Sample Respectful Workplace Policy

The intent of this policy is to provide general guidelines about the conduct that is and is not appropriate in the workplace. The company acknowledges that this policy cannot possibly predict all situations that might arise, and also recognizes that some employees are exposed to disrespectful behavior, and even violence, by the very nature of their jobs.

Applicability
Maintaining a respectful work environment is a shared responsibility. This policy is applicable to all company personnel including regular and temporary employees, seasonal workers, volunteers, and Board members.

Abusive Customer Behavior
While the company has a strong commitment to customer service, we don’t expect that employees accept verbal abuse from any customer. An employee may request that a supervisor intervene when a customer is abusive, or they may defuse the situation themselves, including ending the contact.

If there is a concern over the possibility of physical violence, a supervisor should be contacted immediately. When extreme conditions dictate, 911 may be called. Employees should leave the area immediately when violence is imminent unless their duties require them to remain. Employees must notify their supervisor about the incident as soon as possible.

Types of Disrespectful Behavior
The following types of disrespectful behaviors cause a disruption in the workplace and are, in many instances, unlawful:

Violent behavior: includes the use of physical force, harassment, or intimidation.

Discriminatory behavior: includes inappropriate remarks about or conduct related to a person’s race, color, creed, religion, national origin, disability, sex, marital status, age, sexual orientation, or status with regard to public assistance.

Offensive behavior: may include such actions as: rudeness, angry outbursts, inappropriate humor, vulgar obscenities, name calling, disrespectful language, or any other behavior regarded as offensive to a reasonable person. It is not possible to anticipate in this policy every example of offensive behavior. Accordingly, employees are encouraged to discuss with their fellow employees and supervisor what is regarded as offensive, taking into account the sensibilities of employees and the possibility of public reaction. Although the standard for how employees treat each other and the general public will be the same throughout the city, there may be differences between work groups about what is appropriate in other circumstances unique to a work group. If an employee is unsure whether a particular behavior is appropriate, the employee should request clarification from their supervisor or the city administrator.

Sexual harassment: can consist of a wide range of unwanted and unwelcome sexually directed behavior such as unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, and other verbal or physical conduct or communication of a sexual nature when:

- Submitting to the conduct or communication is made either explicitly or implicitly a term or condition of an individual’s employment; or
- Submitting to or rejecting the conduct or communication is used as a factor in decisions affecting an individual’s employment; or
- Such conduct or communication has the purpose or result of substantially interfering with an individual’s employment or creating an intimidating, hostile or offensive work environment.
Sexual harassment includes, but is not limited to, the following:

- Unwelcome or unwanted sexual advances. This means stalking, patting, pinching, brushing up against, hugging, cornering, kissing, fondling or any other similar physical contact considered unacceptable by another individual.
- Verbal or written abuse, kidding, or comments that are sexually-oriented and considered unacceptable by another individual. This includes comments about an individual’s body or appearance where such comments go beyond mere courtesy, telling “dirty jokes” or any other tasteless, sexually oriented comments, innuendos or actions that offend others.
- Requests or demands for sexual favors. This includes subtle or obvious expectations, pressures, or requests for any type of sexual favor, along with an implied or specific promise of favorable treatment (or negative consequence) concerning one’s current or future job.

Possession and Use of Dangerous Weapons

Possession or use of a dangerous weapon (see attached definitions) is prohibited on company property, in company vehicles, or in any personal vehicle, which is being used for company business. This includes employees with valid permits to carry firearms.

The following exceptions to the dangerous weapons prohibition are as follows:

Employees legally in possession of a firearm for which the employee holds a valid permit, if required, and said firearm is secured within an attended personal vehicle or concealed from view within a locked unattended personal vehicle while that person is working on city property.

Employee Response to Disrespectful Workplace Behavior

Employees who believe that disrespectful behavior is occurring are encouraged to deal with the situation in one of the ways listed below. However, if the allegations involve violent behavior, sexual harassment, or discriminatory behavior, then the employee is responsible for taking one of the actions below. If employees see or overhear a violation of this policy, they are encouraged to follow the steps below.

1. Politely, but firmly, tell whoever is engaging in the disrespectful behavior how you feel about their actions. Politely request the person to stop the behavior because you feel intimidated, offended, or uncomfortable. If practical, bring a witness with you for this discussion.

2. If you fear adverse consequences could result from telling the offender or if the matter is not resolved by direct contact, go to your supervisor or administrator. The person to whom you speak is responsible for documenting the issues and for giving you a status report on the matter no later than ten business days after your report.

3. In the case of violent behavior, all employees are required to report the incident immediately to their supervisor, administrator, or local Police Department. Any employee who observes sexual harassment or discriminatory behavior, or receives any reliable information about such conduct, must report it within two business days to a supervisor or the administrator.

4. If, after what is considered to be a reasonable length of time (for example, 30 days), you believe inadequate action is being taken to resolve your complaint/concern, the next step is to report the incident to the administrator or a member of the Board.

Supervisor’s Response to Allegations of Disrespectful Workplace Behavior

Employees who have a complaint of disrespectful workplace behavior will be taken seriously.

In the case of sexual harassment or discriminatory behavior, a supervisor must report the allegations within two business days to the city administrator, and an investigation will be conducted. A supervisor must act upon such a report even if requested otherwise by the victim. In situations other than sexual harassment and discriminatory behavior, supervisors will use the following guidelines when an allegation is reported:
1. If the nature of the allegations and the wishes of the victim warrant a simple intervention, the supervisor may choose to handle the matter informally. The supervisor may conduct a coaching session with the offender, explaining the impact of his/her actions and requiring that the conduct not reoccur. This approach is particularly appropriate when there is some ambiguity about whether the conduct was disrespectful.

2. If a formal investigation is warranted, the individual alleging a violation of this policy will be interviewed to discuss the nature of the allegations. The investigator will obtain a description of the incident, including date, time and place, and the following:
   - Corroborating evidence.
   - A list of witnesses.
   - Identification of the offender.

3. The supervisor must notify the administrator about the allegations.

4. As soon as practical after receiving the written or verbal complaint, the alleged policy violator will be informed of the allegations. The alleged violator will have the opportunity to answer questions and respond to the allegations.

5. After adequate investigation and consultation with the appropriate personnel, a decision will be made regarding whether or not disciplinary action will be taken.

6. The alleged violator and complainant will be advised of the findings and conclusions as soon as practicable.

Special Reporting Requirements

When the supervisor is perceived to be the cause of a disrespectful workplace behavior incident, a report will be made to the administrator who will assume the responsibility for investigation and discipline.

If the administrator is perceived to be the cause of a disrespectful workplace behavior incident, a report will be made to the mayor and/or city councilmember, who will confer with the city attorney, regarding appropriate investigation and action.

If a Board member is perceived to be the cause of a disrespectful workplace behavior incident involving company personnel, the report will be made to the administrator and referred to the company attorney who will undertake the necessary investigation. The company attorney will report his/her findings to the Board, which will take the action it deems appropriate.

Pending completion of the investigation, the administrator may at his/her discretion take appropriate action to protect the alleged victim, other employees, or citizens.

Confidentiality

A person reporting or witnessing a violation of this policy cannot be guaranteed anonymity. The person’s name and statements may have to be provided to the alleged offender. All complaints and investigative materials will be contained in a file separate from the involved employees' personnel files. If disciplinary action does result from the investigation, the results of the disciplinary action will then become a part of the employee(s) personnel file(s).

Retaliation

Consistent with the terms of applicable statutes and company personnel policies, the company may discipline any individual who retaliates against any person who reports alleged violations of this policy. The company may also discipline any individual who retaliates against any participant in an investigation, proceeding or hearing relating to the report of alleged violations. Retaliation includes, but is not limited to, any form of intimidation, reprisal, or harassment.

Examples of retaliatory behavior include but aren’t limited to withholding needed information or resources from coworkers, excluding someone from a network or team, refusing to work with a former colleague or modifying their work environment needlessly.
Workplace Violence or Harassment

**TIPS** for Supervisors and Managers

*Life goes on* while a complaint of workplace violence or harassment is being investigated. How can supervisors keep everyone focused on their roles and responsibilities while enforcing the “no retaliation” policy?

1. **Acknowledge the elephant in the living room.** Hold a meeting (or speak with each person one on one) to tell them a complaint has been filed and an investigation is taking place. Allow time for venting or questions. Don't discuss the specifics of the complaint.

2. Remind employees that *each person involved directly or indirectly has a right to privacy*; that each person in the work unit should remain professional in their interactions; that they should not discuss this complaint with each other unless requested to do so as part of the investigation.

3. Reiterate that *retaliation in any form is unacceptable.* Tell employees with questions about retaliation or the complaint to come to you, not to discuss it with each other.

4. Remind employees to *treat everyone with courtesy, dignity and respect.*

5. Expect that *employees will need some time* to digest the information and some limited disruption of the normal routine is likely. Keep this to a minimum. Demonstrate through your own behavior how to stay focused on the work.

6. **Deal with inappropriate or disruptive behavior** quickly and firmly. Hold all parties; the complainant, the person being complained about, and all other work unit employees, responsible for continuing to get the work done.

7. Remind other supervisors and managers they should *avoid the temptation to talk* about this while the investigation is in process.

8. **Don’t ignore it and hope it will go away.**

9. **Consult with your human resources staff, attorney, or the investigator** who is advising you in this situation. Be sure they agree with what you plan to say to your employee group.
Supervisors Interview Checklist

REMEMBER: You play a crucial role in demonstrating your organization’s commitment to investigating allegations of inappropriate behavior. You are the FACE of the organization. Your initial reaction and responses will influence the reporter’s trust in the organization’s processes and ability to apply corrective action.

If you receive a report of harassment from the victim or potential witness,

☐ Act with confidence—thank the reporter for coming forward and pay attention to what they have to say, without interruption
☐ Refrain from reacting or agreeing that there has or has not been a crime. You MUST remain neutral when gathering facts—refrain from facial responses indicating disgust, disbelief, skepticism or anger. Your role is simply to gather the facts:
☐ Calmly reassure the reporter that you and the organization take this situation very seriously and are committed to a workplace free of all discrimination or harassment DEMONSTRATE that commitment by eliminating any potential distractions so that you can listen fully
☐ Reassure the reporter that you want to clarify all the facts and others involved so that you can help maintain a comfortable, safe environment for everyone
☐ Reassure the reporter that information received will be handled discreetly---Do NOT PROMISE CONFIDENTIALITY as you may be dealing with illegal behavior and you are required by law to report it
☐ Remind the reporter that retaliation from coworkers or other managers will not be tolerated and should be reported to you immediately so that you can deal with it

Collect the following data:
  - Who was involved with the behavior?
  - Who else may have observed the behavior?
  - What, exactly transpired?
  - When and how often has the behavior occurred?
  - Where did the actions take place?
  - How, up to now, have you responded to the behaviors?
  - Complete your documentation and ask the reporter to verify what you’ve written…it is not necessary to have them sign anything unless they feel OK doing so

☐ Report your findings to your Human Resources’ department, designee, or senior management for next steps

Keep in mind that others in the organization are watching and deciding whether to trust the process, authentic concern of leadership and commitment to corrective action. That trust will inform whether others will report inappropriate behavior in the future so that you can respond before it gets out of hand.
Provides feedback in a timely, constructive way with potential solutions or options

Demonstrates inclusion and listening for understanding when others’ offer diverse perspectives in meetings

Includes others in planning then executing projects where they can contribute specific expertise

Listens to others’ objections or challenges fully before responding

Provides support to other team members when time allows

Arrives on time and prepared to contribute fully at meetings and appointments

Shares information and resources to others whose success relies on these contributions

Documents experiences with colleagues and customers

Acknowledges others with words like “please” and “thank you” often with colleagues and customers

Helps the team meet its goals and action steps even at the cost of individual actions

Accepts constructive criticism while making behavioral changes based on the feedback

Uses affirming language when working with colleagues and customers

Speaks clearly, using uncomplicated words and avoiding slang when talking with colleagues, vendors and customers

Separates the person from the issue when working to resolve differences with others

Shows interest and takes the time to learn how people who are different, want to be treated

Attends to building skills to hold others accountable for workplace respect through professional development activities like Respectful Workplace Training and Coaching

Notes
1. What do civility and incivility look like on our team/in our department or organization? How has that changed?

2. How does civility affect individuals/employees/our team? What about our Board/ Clients/Customers/Investors?

3. How am I acting? Am I civil? What am I doing and saying that may spread less than civil behaviors?

4. What are the strengths of each of us on this team in order to spread a message of courtesy/respect/trust?

5. What might be our individual blind spots around respect in this workplace?

6. How do our potential biases affect this team/department/organization?

7. Are there certain people in our workplace that are at a disadvantage?

8. What can we do to be more inclusive or diverse in our organization?

9. What do our current policies and processes say about behavioral expectations around respect?

10. What is our current reporting procedure for those who are feeling uncomfortable or intimidated by others in the workplace?

11. What is retaliation and how are we addressing this for our staffs?

12. How are we holding one another accountable for our vision and values? During daily operations? During performance discussions?

13. How can we build skills around providing appropriate feedback to one another?
### Commitment to Increase My Self Awareness and Skills

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<tr>
<th>Action</th>
<th>Who can support me?</th>
<th>When will I do this?</th>
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<tbody>
<tr>
<td>Attend an event or rent a movie or documentary about other cultural lifestyles. Share my observations with others comparing how I live with what I’ve seen.</td>
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<td>Make a list of things I do or hear others say that might be considered stereotypes of other people. Review the list and write what I believe a person in another protected class might say about these comments.</td>
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<td>Write down my fears/concerns about a specific group, (i.e. ethnic, handicapped, age, position of power) that has, in the past, made me uncomfortable or anxious and prevented me from expressing curiosity or even associating with them</td>
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<td>Ask someone who knows me well for feedback about my inability to interact with people of diverse backgrounds Listen without defending my actions. Create a plan to act on what I can do to improve</td>
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<td>With a trusted friend or colleague, practice the steps to acknowledge inappropriate behavior then demand it stop. Use respectful but challenging language with consequences for the individual</td>
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<td>Review my organization’s behavioral expectations and harassment reporting procedures and challenge my coworkers to do the same.</td>
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<td>Learn the specific definitions of protected classes and protected activities in my organization’s policies. Teach someone these terms and how they relate to my organization specifically.</td>
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<td>Initiate a discussion with my team around a recent article I’ve seen in the news or on TV regarding harassing behavior and how we work to stop it here.</td>
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