

Sexual Harassment: New Roles, New Rules

Video Program Leader's Guide

In this course, the participants will examine male and female roles in the workplace, how these roles are changing, and how harassment can result from these changes. This breakthrough, innovative course stresses the importance of making men part of the solution, not just the problem. It helps prevent problems from occurring by providing men with clear and concise on-the-job rules, and it gives women (and men) step-by-step, practical approaches to handling harassment.

Upon successful completion of this course, the participants will be able to:

- **Define how sexual harassment harms the victim, the harasser, and the organization.**
- **Recognize that men and women have different fears about the issue of sexual harassment.**
- **Discriminate between sexual harassment acts, and those that aren't.**
- **Define the two major categories of sexual harassment.**
- **Describe common responses to sexual harassment.**
- **List four steps to follow when responding to sexual harassment.**
- **Follow five basic guidelines to avoid harassing behavior.**

This program can be used to train all employees – non-managers, team leaders, supervisors, managers, and executives. In short, anyone who works within the organization will benefit from taking this program.

Although this program can be conducted with all men or all women, it is much more effective if the group consists of a balance of both.

This videotape course can be used as follows:

1. Prior to your session:

- A. Read the Sexual Harassment: New Roles, New Rules participant's booklet. *(Please note that you are not authorized to reproduce this booklet. If additional copies are desired, you may order them from Edge Training Systems, Inc.)*
- B. Watch the videotape, Sexual Harassment: New Roles, New Rules, and become comfortable with the six sections and where you need to stop the tape.
- C. If your organization has a written sexual harassment policy, obtain copies of this document for each person.
- D. Draw on separate sheets of easel paper (or have transparencies made of) the following:

a)

- Define how sexual harassment harms the victim, the harasser, and the organization.
- Recognize that men and women have different fears about the issue of sexual harassment.
- Discriminate between sexual harassment acts, and those that aren't.
- Define the two major categories of sexual harassment claims.
- Describe common responses to sexual harassment.
- List four steps to follow when responding to sexual harassment.
- Follow five basic guidelines to avoid harassing behavior.

b)

Men are Afraid of:

1. False Accusations

Reputations can be destroyed by a false allegation of misconduct where there is little to no opportunity for defense.

2. Misinterpretation of Conduct

Because of changes in what is okay and what isn't, conduct that is innocently intended may be interpreted as harassment.

3. Skeletons in the Closet

In the past, their behavior may have been rude or offensive. Could they be sued in the present for what happened in the past?

Women are Afraid of:

1. Physical Violence

A woman who receives leering glances and wolf whistles is far more likely to be intimidated than flattered.

2. Misuse of Power

Women fear that sexual harassment is yet another way that men reinforce their power, compromising women's effectiveness in the workplace.

c)

EEOC Guidelines

Definition:

Sexual Harassment is... “unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.”

Criteria:

- “1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment,
- 2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- 3) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive working environment.”

d)

Types of Harassment

1. Quid Pro Quo

“If you have sex with me, you’ll get a raise.”

2. Hostile Environment

Unwelcome behavior that is severe and pervasive and unreasonably interferes with the person’s work.

- **Third Party**

Sexual conduct which is welcome and reciprocated, but creates a hostile environment for others.

- **Sexual Favoritism**

Sexual conduct that is welcomed and reciprocated, but results in unfair treatment of others.

- **Sex-Based**

Any harassing conduct which is based on gender can constitute sexual harassment.

e)

Common Responses

1. **Just ignore it.**
2. **Blame yourself.**
3. **Grin and bear it.**
4. **Fight fire with fire.**
5. **Quit your job.**

f)

Key Steps for Responding to Sexual Harassment

1. **Confront the harasser and ask that the harassment stop.**
2. **Document continuing harassment behavior.**
3. **Review the organization’s policies and prepare thoughts and notes.**
4. **Report the harassment to appropriate person.**

g)

1. Confront the Harasser and Ask That the Harassment Stop

- a) Describe the situation – the behavior – not judgmental statements about the person.
- b) Use the word “I” to describe how you feel when faced with the other’s actions.
- c) Ask that the behavior stop.
- d) Check for understanding.

2. To facilitate the participative nature of this section, arrange the seating so that the participants have 3 to 5 member per table. (The optimum number is 4 members per table.) As much as possible, try and seat men and women at the same table. This is especially important for exercises where the sexes need to learn new insights about each other.

3. To introduce your session, play the opening section in the videotape, “*Sexual Harassment: New Roles / New Rules.*” Stop the tape at the end of Section 1.

4. Tape on the wall the prepared list of “Participant’s Objectives” (or use your transparency), and read the objectives to the group.

5. Pass out the participant’s booklet Sexual Harassment: New Roles, New Rules, and ask the group not to read ahead.

6. Play the videotape’s second section, “*Today’s Workplace.*” Stop the tape at the end of Section 2.

7. Say: “*I’d like you now to elect leaders at each table. Then, you have 8 minutes to list on your easel paper the answer to the following question: [Write the questions on your easel paper as you read it.] How can sexual harassment harm: 1) the victim, 2) the organization, and, 3) the harasser? I’ll call time in exactly 8 minutes.*”

Call time in exactly eight minutes. Ask each group, in turn, to report one answer to their first question until all items have been reported. Ask the teams to check off any item on their list as it is mentioned by another team so that the reports will not be repetitive. Then, ask each group, again in turn, to report one answer to the next question, and so on until all the questions have been answered.

Say: “*As you have stated, the victim is clearly harmed. The organization is also harmed. The organization is also harmed by lower morale, loss of productivity, awful publicity, and high-dollar settlements that can seriously affect the bottom line. And the harasser is often required to pay direct monetary damages, suffers loss of job or status, and may earn an unsavory reputation.*”

8. Play the videotape’s third section, “*What Are We Afraid Of?*” Stop the tape at the end of Section 3.

9. Say: ***“Let’s look at the fears men and women bring to a discussion of sexual harassment. I’d like you now to individually list the answers to the following questions: [Write the questions on your easel paper as you read them.] 1) ‘What do you think men are afraid of?’ and 2) ‘What do you think women are afraid of?’ I’ll call time when the majority of you have finished.”***

Call time. Then say: ***“Now elect a new leader for your group and note on easel paper the answers to the following questions: [Again, write the questions on your easel paper as you read them.] 1. As a man, a) ‘What do you think men are afraid of?’ and b) ‘What do you think women are afraid of?’ Next, 2. as a woman, a) ‘What do you think men are afraid of?’ and b) ‘What do you think women are afraid of?’ You have 10 minutes.”***

Call time in ten minutes. Ask each group, in turn, to report first their answers to the “men” question until all items have been reported. Then, ask each group, again in turn, to report their answers to the “women” question, and so on until all answers have been mentioned.

Say: ***“In summary, men are afraid of...and women are afraid of...”*** [Tape to the wall the prepared list of men’s fears and women’s fears (or use your transparency), and read them to the group.

Say: ***“In order to deal with the issue of sexual harassment, men and women must first come to respect the other’s fears as legitimate and worthy of consideration. Otherwise, we often feel hostile and antagonistic about our different views of sexual harassment.”***

10. Play the videotape’s fourth section, ***“What is Sexual Harassment?”*** Stop the tape at the end of Section 4.

11. Then say: ***“The EEOC guidelines state that behavior is illegal when it meets any one of the following criteria.”*** [Tape to the wall the prepared “EEOC Guidelines” (or use your transparency), and read them to the group.]

12. Say: ***“Complaints of sexual harassment are commonly divided into two categories.”*** [Tape to the wall the prepared list of harassment types (or use your transparency), and read them to the group.] Say: ***“Let’s look at each of these categories, and their sub-types, in more detail. In your Participant’s Booklets, pages 20 to 29, are ten short cases that are based on real events. Please elect new leaders, read the cases one at a time, and determine the type of sexual harassment for each. Write each case’s title and its type of harassment on your easel paper. I’ll give you one hint; there are two cases for each of the five types of harassment. You have two minutes per case, a total time of 20 minutes. You may begin.”***

Call time in 20 minutes. Then read off the correct answers and ask each team to grade their own work. Answers: Case #1, Sexual Favoritism; Case #2, Quid Pro Quo; Case #3, Third Party; Case #4, Sex-Based Harassment; Case #5, Hostile Environment; Case #6, Quid Pro Quo; Case #7, Sex Based Harassment; Case #8, Third Party; Case #9, Sexual Favoritism; and, Case #10, Hostile Environment.

13. Say: *“Now turn to pages 30 to 34 in your Participant’s Booklet. Let’s review some realistic work scenarios – the kind of events that could conceivably occur in your workplace. These scenarios have behaviors that may or may not be considered harassment. First, individually read each scenario and determine if you think, based on the facts given, that sexual harassment has occurred. Note that in all the situations, the employees are: colleagues, not friends; peers, not boss/subordinate; alone, there is no one else around (except as noted). I’ll call time when the majority of you have individually completed the exercise.”* [Call time when the majority has completed their work.]

14. Say: *“Okay, now do the following. First, elect a new leader for your group. Then number the left side of your easel paper from 1 to 5. Next, the leader should ask how many thought the behavior was okay and how many thought it was not okay. Hold any discussion for now. Last, note beside the scenario’s number on the easel the number of ‘Okays’ and ‘Not Okays,’ and be prepared to report your conclusions. I’ll call time in about 10 minutes.”* [Call time in about 10 minutes. Ask each leader to report his or her group’s conclusions. Discuss any differences in findings.]

15. Play the videotape’s fifth section, *“Intent Vs Impact.”* Stop the tape at the end of Section 5.

16. Say: *“As we have learned, sexual harassment is nothing new. It has been a part of human life throughout the ages. And the ways in which victims of harassment respond have become predictable, standard, and common. Here are six common responses to sexual harassment.”* [Tape to the wall the prepared list of “Common Responses” (or use your transparency), and read them to the group.] Then say: *“These responses have been tried for years, and yet the harassment continues. There must be a better way.”*

17. Say: *“So, let’s examine a simple four-step response which is proving effective in stopping sexual harassment.”* [Tape to the wall the prepared model (or use your transparency), and read the four steps. Then say: *“Let’s look first at Step 1, ‘Confront the harasser and ask that the harassment stop.’ Sexual harassment is an intimidating even, one that makes confronting the harasser even more difficult. Some people avoid confrontation of any kind. They are afraid that the other person will get angry, maybe even violent. They feel being misunderstood, rejected, or having to deal with retaliation. But remember, law and social policy are on your side when confronting sexual harassment. So the best initial course of action is to gather our courage and tell the harasser that their behavior is offensive to us and that we want it to stop. Sounds easy, doesn’t it? It isn’t!”*

Say: *“The following is a step-by step outline that details how we can confront harassment behavior in a calm, reasonable attempt to resolve the problem.”* [Tape to the wall the prepared outline of Step 1, “Confront the Harasser and Ask That the Harassment Stop” (or use your transparency), and read it to the group.] Say: *“Most people will naturally tend to be defensive and try to deflect or downplay the message. No one likes to admit that he or she has offended someone. Therefore, they are likely to deny that anything happened. When this occurs, we can respond by saying, ‘Well, now that you are aware of this and how it makes me feel, I’m certain that it won’t happen again.’ If an employee has trouble confronting a particular individual, he or she might also try making his or her statement in writing. Note that this*

four-step oral or written confrontation model works best for harassment situations that are relatively minor.” [Here, as an option, you may choose to role play this 4-step model, or ask the group to imagine a typical workplace harassment situation and write the four steps on their easel paper.]

18. Say: *“If our attempts to end the harassment by confronting the harasser have not been successful, then we must be ready to pursue our complaint further in order to make the harassment stop. At this point, we should move to ‘Step 2, Document the Continuing Harassment Behavior.’ In this step, we will keep a written log of each incident, that includes the dates and times, where they took place, specific descriptions of what was said or done, descriptions of how we felt, and any witness who was present. A contemporaneous record of events helps give legitimacy to our complaints and demonstrates the pattern of harassing behavior that may be occurring. This documentation will help our organization in its investigation and will obtain better results for us.”*

19. Say: *“Next, in Step 3, we should ‘Review Our Organization’s Policies and Prepare Our Thoughts and Notes.’ Here, determine who should be seen first. Normally, this means that we should start with our bosses and work our way up the organization if necessary. But, if proceeding up the ‘chain of command’ is not possible, we can contact the human resource department. We should also carefully review our organization’s sexual harassment policy, if it is available.”* [Pass out to each participant a copy of your organization’s policy, if available.]

Ask: *“What questions do you have about our policy?”* [Answer any questions they may have. If you are unable to provide an answer to a particular question, offer to obtain the information and get back to the individual(s).]

20. Say: *“Now, in Step 4, we are ready to ‘Report the Harassment to the Appropriate Person.’ It is important to note that reporting sexual harassment is not a hostile act. We are not harming our organization by reporting harassment to our bosses or to the human resources department – it’s actually in the best interest of the organization to take action against such behavior.”*

Ask: *“What do we need to do or say in the meeting?”*

See how many of the following points you can obtain from the participants.

- Describe what happened, where and when it occurred, how you felt, and what impact, if any, it had on your job performance.
- State that you are concerned about it.
- Present your documentation, if any.
- Ask what will be done – and by when.
- Ask what your next step is.
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Say: *“If after this meeting we are still dissatisfied, we should consider taking our concerns to someone higher up in the organization, or to the human resources department, and ask him or her to intervene.”*

21. Say: *“It’s almost impossible to create a simple, all encompassing set of rules to prevent such problems as sexual harassment in the workplace. I do have five general rules of behavior that others have found useful, but before I show them to you, let’s see if you can come up with your own. First, elect leaders for your table. Then, develop a list of practical work “rules” that we can use to guide our behavior in the workplace. For example, one of your rules might be, ‘No ogling.’ Please list your team’s rules on your easel paper, and I’ll call time in about 10 minutes. Again, please keep your booklets closed, as I would like to have your answers, not the textbook’s.”* [Call time in about 10 minutes and ask each group to report its work. Suggest that the team leader check off their group’s rule if it is the same as that read by another group so the reports don’t get redundant.]

22. Play the videotape’s sixth and last section, *“New Rules for Today’s Workplace.”* Stop the tape at the end.

23. Say: *“In closing today’s program, let’s figure out how we can apply what we learned to our workplace. Elect new leaders at each table. Then note on your easel paper the answers to the following question: [Write this question down as you say it.] Considering all the material we’ve covered in today’s session, specifically how can we apply what we’ve learned to our jobs? I’ll call time in 8 minutes.”* Call time in 8 minutes, review their questions and obtain feedback on the teams’ answers.

24. Write below any additional closing comments.