

Conditions of Self-Monitored Training for

Rehberger, John P

This training is intended to benefit you, the learner, by delivering the necessary skills and knowledge to enhance your performance in today's dynamic workplace. Therefore, all responses to test questions should be provided by you. This is not an open book exam. If you make less than a successful score you may retake the training and tests as needed.

Do you agree to the following?

All responses to test questions will be provided solely by me.

I will neither seek nor receive any assistance, written or oral, for my responses.

I acknowledge that I am the person listed on this page.

Yes No

Goal: To create and maintain a work environment that discourages harassment

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To start the course from the beginning, select the Begin Course button.
To begin a topic, select any active topic link. To view your progress or take a test, select the Progress & Tests tab.


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Unlawful workplace harassment is a form of discrimination that involves harassment of an employee - verbally, physically, or both - because of that person's race, color, religion, national origin, gender, disability, age, or other legally protected characteristic.



Unlawful workplace harassment is a form of discrimination that involves harassment of an employee - verbally, physically, or both - because of that person's race, color, religion, national origin, gender, disability, age, or other legally protected characteristic.

While all forms of harassment are offensive, these **protected characteristics** are key to determining whether the harassment is just rude and thoughtless, or against the law.



*Race, color, religion, national origin,
gender, disability, age, or other
legally protected characteristic*



Course Overview

The law specifies that workplace harassment is unlawful when it involves a protected characteristic and the conduct itself either

- ▶ creates a hostile work environment, or
- results in a tangible change in an employee's work status

Select each condition for more information.

The conduct of others creates a hostile work environment for someone when the conduct is unwelcome and sufficiently severe or pervasive to make it difficult for that person to continue working in the same environment.



The law specifies that workplace harassment is unlawful when it involves a protected characteristic and the conduct itself either

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- ▶ results in a tangible change in an employee's work status

Select each condition for more information.

If a supervisor's harassing conduct results in a change in an employee's employment status or benefits, the conduct is considered unlawful workplace harassment. For example, if a supervisor demotes, fires, or fails to promote an employee because of this person's membership in a protected group, this is likely to be considered a tangible change in employment status.

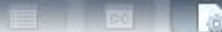




The law also prohibits employers from retaliating against employees who report discrimination and harassment or who participate in investigations of this unlawful behavior.

Course Overview

This course will help you to recognize workplace harassment so that you can ensure you don't engage it in personally, and take steps to prevent it if you see it happening among your coworkers. Also, as a supervisor, you may receive complaints or questions about harassment from your employees.



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Being able to recognize and prevent workplace harassment will protect you and your organization, and make for a happier and more productive workplace.



Name: Rehberger, John P

Current Course Score: ---

To start the test, select the **Begin Test** button.

Harassment in the Workplace

	Pre-test Score	Highest Score	Current Score
Harassment in the Workplace	---	---	---
The Makings of a Hostile Environment	---	---	---
Harassment of Employees by Supervisors	---	---	---

Begin TestSkip Test

Question

James is an African-American war veteran who was injured in the line of duty and is now confined to a wheelchair. He works as a web site content developer and his manager often makes disparaging remarks about the quality of his work. The manager has also had to speak to James about his frequent tardiness and violations of the company's dress code.

Would this be considered unlawful harassment?

- Yes, because the manager is being racist and acts in a discriminatory way because of James's impairment
- No, because the manager speaks to James about his work performance, not his race or disability
- No, because James is a veteran, which is not a protected characteristic
- Yes, because James should be given some leeway due to his disability

Choose the correct option and then select **Done**.

Done

Status

Answer Later



1a/2



Question

Augustine is a 45-year old refugee from an Eastern European country. Her manager calls everyone by an "identifying" nickname, including her. He does this because he thinks it makes everyone feel welcome. He coins the nickname "Babushka" for her, because of the brightly colored scarves she wears on her head as part of her traditional dress in Eastern Europe.

Is this an example of unlawful harassment?

- Yes, because the harassment is aimed at Augustine's country of origin
- No, because the manager calls everyone by a nickname
- No, because the derogatory comments are not meant maliciously
- Yes, because the manager is discriminating against Augustine because of her age and her status as a refugee

Choose the correct option and then select **Done**.

Done

Status

Answer Later



1b/2



Question

Which two examples of supervisory actions may be construed as tangible employment actions?

- Failing to promote an employee as a result of her unwillingness to work overtime due to family commitments
- Changing an employee's title from "foreman" to "team lead" without changes in benefits or job duties, after the employee complains of racial harassment
- Firing an employee as a result of a complaint he made about unlawful harassment
- Firing an employee because he won't convert to a particular religion

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done

Status

Answer Later



2/2





Topic: The Makings of a Hostile Environment

You have taken a test for this topic.
Your Current Score is: 0%

Learning Objective:

After completing this topic, you should be able to

- recognize when conduct in the workplace constitutes unlawful harassment

This topic covers the following points:

- Unlawful harassment
- Hostile environment
- Summary

Topic Type: Instruction

Duration: 20 minutes



Skip Topic >>



The Makings of a Hostile Environment

Unlawful workplace harassment can damage people's lives and seriously affect your business. But how can you prevent it from happening?



The Makings of a Hostile Environment

Unlawful workplace harassment can damage people's lives and seriously affect your business. But how can you prevent it from happening?

The first step is to make sure you understand what workplace harassment is. If you can recognize when it's happening - or pick up warning signs that it may happen - you can take steps to stop it before it becomes a problem.



The Makings of a Hostile Environment

The law protects people against discrimination on the basis of certain characteristics.

If someone in the workplace is on the receiving end of unwelcome conduct involving one of these protected characteristics, it may be considered unlawful harassment.



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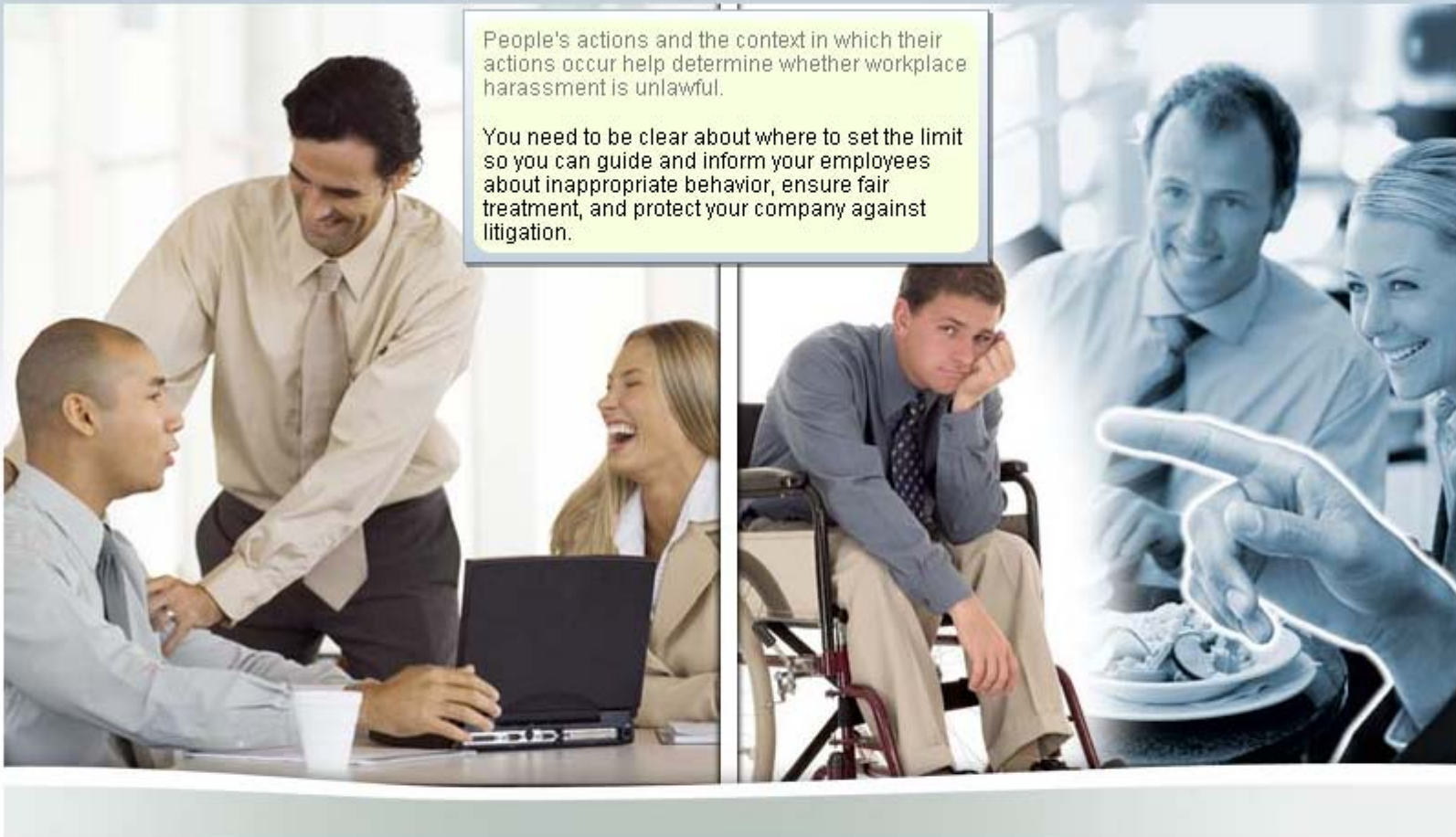
If the unwelcome conduct isn't based on a protected characteristic, it may not be illegal. This doesn't mean it's acceptable in the workplace, though, as many employers have anti-harassment policies that cover behavior that is rude and offensive, regardless of whether it's specifically prohibited by law. For now, we will focus on **unlawful harassment** to ensure you understand the minimum expectations of conduct set by the law.



The Makings of a Hostile Environment

People's actions and the context in which their actions occur help determine whether workplace harassment is unlawful.

You need to be clear about where to set the limit so you can guide and inform your employees about inappropriate behavior, ensure fair treatment, and protect your company against litigation.



The Makings of a Hostile Environment

Consider this situation. Andrew works in a call center for a large insurance company. He's a devout Jehovah's Witness. He's very discreet, but his colleagues seem to dislike him for his religious affiliation. Follow along as he discusses what's been happening at work.



As part of my faith, I don't celebrate Christmas. This seems to annoy my colleagues. They often say hurtful things when they know I can hear them, like "**Those people** have ruined Christmas - we can't even have a tree in the office."

Last week, management allowed those of us who don't have customer-related duties to leave early for the long holiday weekend. Our manager was on vacation and after the announcement was made, several colleagues came up to me and told me I couldn't leave, because it's not "**my holiday**." Then they told me to handle all their phone calls while they were gone or they'd report me to HR!

We work in the call center and someone has to be there to take the calls, so I couldn't leave. I was the only one in the office until 6:00 p.m. when the next shift arrived.

-End-

Skip



4/20



The Makings of a Hostile Environment

Question

Do you think the behavior of Andrew's colleagues is against the law?

- Yes, because their behavior discriminates against Andrew based on his religion
- No, because Andrew is a Caucasian male and so isn't legally protected from harassment

Choose the correct option and then select **Done**.

Done



The Makings of a Hostile Environment

Title VII of the Civil Rights Act identifies the characteristics it's illegal to use to discriminate against people in the workplace. One of these is religion.



The Makings of a Hostile Environment

Title VII of the Civil Rights Act identifies the characteristics it's illegal to use to discriminate against people in the workplace. One of these is religion.

So when colleagues harass Andrew based on his religion, they are engaging in unlawful harassment.



Question

Which other characteristics do you think it's unlawful to use as the basis for discriminating against others?

- Economic status
- Age
- Disability
- Sex or gender
- Race, color, or national origin
- People's dress

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



The Makings of a Hostile Environment

In the United States, race, color, national origin, sex, age, religion, and disability are federally protected characteristics.



The Makings of a Hostile Environment

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In addition to the protections in federal laws, some state and local laws also protect an employee's sexual orientation, marital status, political affiliation, or status as a parent.

You should familiarize yourself with your state and local laws so you're sure which categories are legally protected in your area.



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In addition to the protections in federal laws, some state and local laws also protect an employee's sexual orientation, marital status, political affiliation, or status as a parent.

You should familiarize yourself with your state and local laws so you're sure which categories are legally protected in your area.

And make sure you know your own company's policy, which may set higher standards of conduct than those specifically required by law.



The Makings of a Hostile Environment

You've learned that harassment can be unlawful if it's based on protected characteristics. But does this mean that any thoughtless comment to an employee about a protected characteristic is harassment?



The Makings of a Hostile Environment

You've learned that harassment can be unlawful if it's based on protected characteristics. But does this mean that any thoughtless comment to an employee about a protected characteristic is harassment?

No it doesn't.

For conduct to be considered harassment, it needs to create what is known as a **hostile work environment** for the person on the receiving end of the conduct.



The Makings of a Hostile Environment

Conduct toward another employee is said to create a hostile work environment for that employee if it's

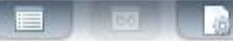
- ▶ unwelcome, **and**
- severe or pervasive

Select each condition for further explanation and examples.



Unwelcome conduct is behavior that makes an employee uncomfortable in any way.

In Andrew's case, his colleagues' comments single him out, make him feel uncomfortable, and are clearly unwelcome.



The Makings of a Hostile Environment

Conduct toward another employee is said to create a hostile work environment for that employee if it's

- unwelcome, **and**
- ▶ severe or pervasive

Select each condition for further explanation and examples.

Examples of severe conduct include physical violence, threats, or any situation where an employee becomes fearful for his or her safety. In these cases, a single unwelcome incident is enough to create a hostile environment.

If less severe forms of harassment occur on several occasions or several employees are the perpetrators, the harassment would be considered pervasive.

In Andrew's case, the fact that several employees harass him on more than one occasion is probably pervasive enough to make his working environment hostile.



The Makings of a Hostile Environment

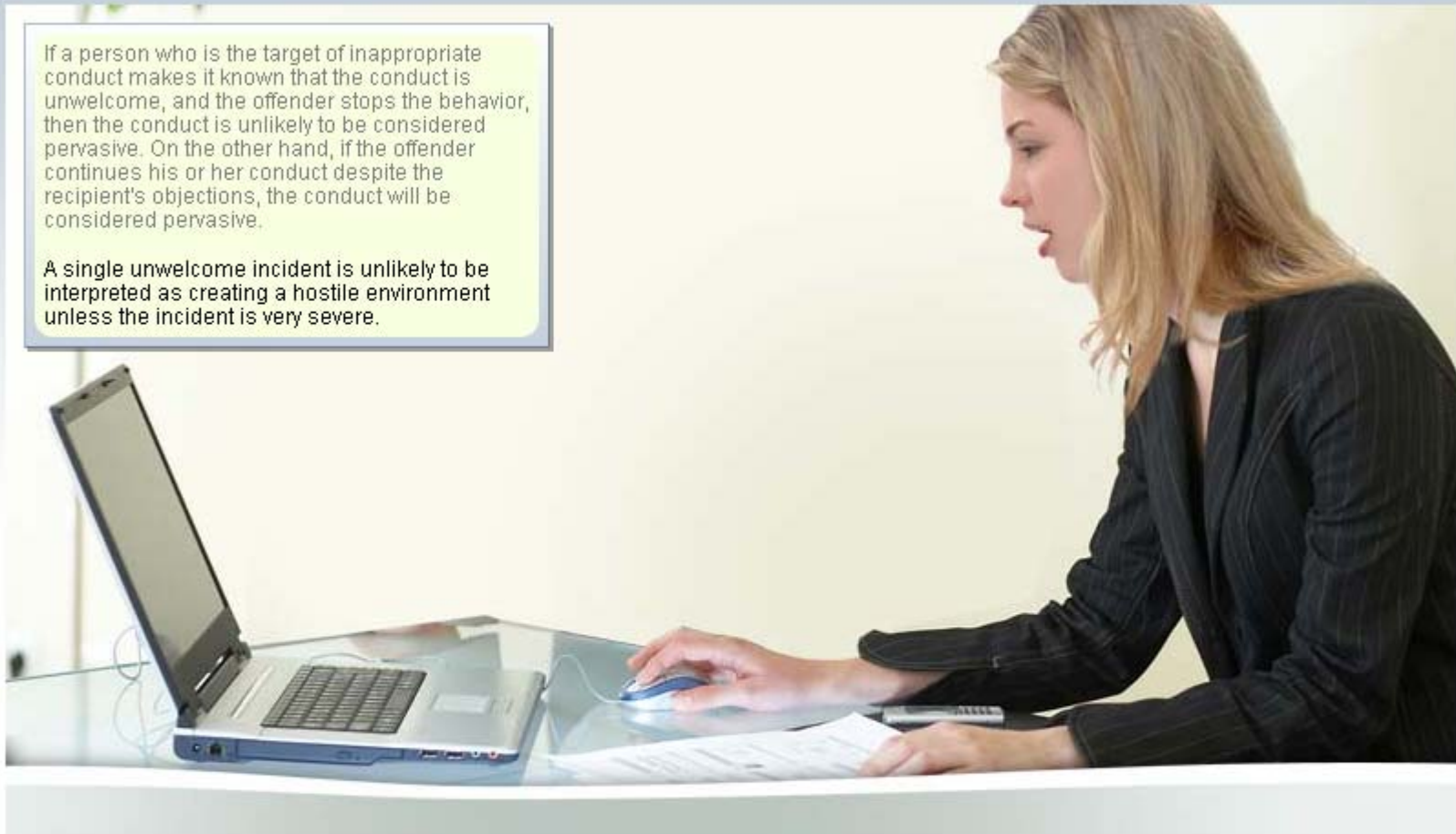
If a person who is the target of inappropriate conduct makes it known that the conduct is unwelcome, and the offender stops the behavior, then the conduct is unlikely to be considered pervasive. On the other hand, if the offender continues his or her conduct despite the recipient's objections, the conduct will be considered pervasive.



The Makings of a Hostile Environment

If a person who is the target of inappropriate conduct makes it known that the conduct is unwelcome, and the offender stops the behavior, then the conduct is unlikely to be considered pervasive. On the other hand, if the offender continues his or her conduct despite the recipient's objections, the conduct will be considered pervasive.

A single unwelcome incident is unlikely to be interpreted as creating a hostile environment unless the incident is very severe.



The Makings of a Hostile Environment

Rachel, Henry, and Linda have experienced unpleasantness at work.

Can you spot the potential unlawful harassment in the examples that follow? First, you'll find out more about Rachel's situation.



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"Most of my coworkers are male, and I often hear them telling dirty jokes right outside my office. They also frequently comment about the length of my skirt or go out of their way to compliment my legs."



The Makings of a Hostile Environment

Rachel, Henry, and Linda have experienced unpleasantness at work.

Can you spot the potential unlawful harassment in the examples that follow? First, you'll find out more about Rachel's situation.

"Most of my coworkers are male, and I often hear them telling dirty jokes right outside my office. They also frequently comment about the length of my skirt or go out of their way to compliment my legs."

"I've asked them to stop, but it just makes it worse. If it weren't for them, I'd love my job, but as it is, I want to find work somewhere else."



The Makings of a Hostile Environment

Do you think the conduct Rachel experienced constitutes unlawful harassment?

Select your answer and then select the **Get Feedback** button.

Get Feedback



Likely

Not likely

Not sure



The Makings of a Hostile Environment

Henry's manager is consistently rude to everyone. Consider what she says and Henry's response to her attitude.



The Makings of a Hostile Environment

Henry's manager is consistently rude to everyone. Consider what she says and Henry's response to her attitude.

"You're lazy; otherwise this would have been completed yesterday! I've never had to work with such idiots. Can't you get anything right?"

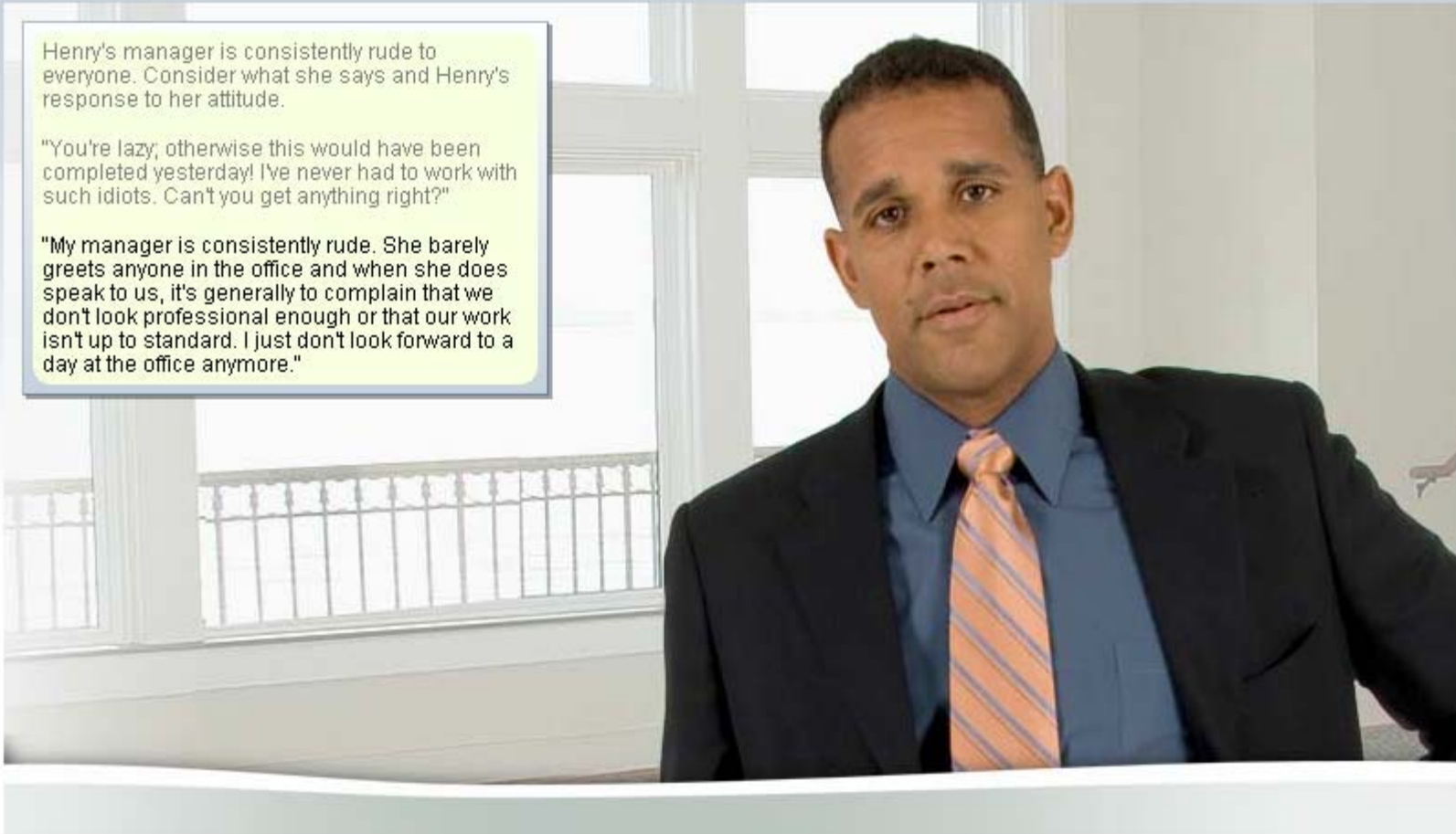


The Makings of a Hostile Environment

Henry's manager is consistently rude to everyone. Consider what she says and Henry's response to her attitude.

"You're lazy; otherwise this would have been completed yesterday! I've never had to work with such idiots. Can't you get anything right?"

"My manager is consistently rude. She barely greets anyone in the office and when she does speak to us, it's generally to complain that we don't look professional enough or that our work isn't up to standard. I just don't look forward to a day at the office anymore."



The Makings of a Hostile Environment

What about Henry's example, in which his manager is consistently rude to employees? Do you think that constitutes unlawful harassment?

Rate whether or not you think Henry's experience is of unlawful harassment and then select the **Get Feedback** button.

Get Feedback



Likely

Not likely

Not sure



The Makings of a Hostile Environment

Rude or obnoxious managers or work colleagues can make anyone unhappy. But unless the harassment is aimed at characteristics of a protected group, is unwelcome, and is severe or pervasive, it's not against the law.



The Makings of a Hostile Environment

Linda and Arlene are checking productivity scores on the team's motivation board. Follow along and consider if what occurs is unlawful harassment.

Linda: Wow, Arlene, you're really picking up the pace.

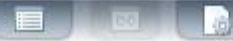
Arlene: Yeah. Take that Grandma! I've finally outpaced you.

Linda: Well you better watch out, you whippersnapper! I'm going to kick it into high gear and get back on top!

-End-



Skip



The Makings of a Hostile Environment

In Linda's case, her colleague Arlene made a potentially unwelcome remark about Linda's age. However, Linda clearly didn't take offense to it. In fact, Linda shot back with a response that reflected the friendly competitiveness among the team members. Thus, this would not be considered harassment.



Questions

As a supervisor or manager for your company, you are expected to deal with unlawful harassment when you notice it so you can take action to prevent a hostile work environment for any of your employees. The first step is to be able to recognize what unlawful harassment is.



Answer the questions in any order.

Question 1

Question 2

Question 3



The Makings of a Hostile Environment

Question

Maria, a 25-year old Mexican woman, works as a sales consultant at your firm. She tells you that her coworkers have been using racially derogatory language toward her, as well as making jokes at her expense. She's ignored her coworkers as much as possible, but once burst into tears in front of them. The coworkers didn't apologize and continue to mock her and her nationality.

Is this an example of unlawful harassment?

- No, because the comments are not severe, even though they're directed at Maria on the basis of protected characteristics
- No, because her coworkers' behavior doesn't compromise Maria's work
- Yes, because the comments and jokes are targeted at Maria's race and national origin, and the incidents keep occurring even though it's clear that they upset Maria
- Yes, because her coworkers continued to harass her after she burst into tears

Choose the correct option and then select **Done**.

Done



19a/20



Question

Mark is a 30-year old Caucasian male. His female supervisor frequently touches his arm when talking to him and makes suggestive comments. Mark says he has never flirted with his supervisor and is feeling very uncomfortable about this treatment. He has come to you for help.

Is this an example of unlawful harassment?

- No, because his supervisor has not threatened to fire or demote Mark if he doesn't provide sexual favors
- No, because Mark is both white and male, so he's not a member of a protected group
- Yes, because the comments constitute sexual harassment and occur frequently
- Yes, because the supervisor is in a position of power

Choose the correct option and then select **Done**.

Done



Question

Andrea, a 45-year old Caucasian woman works as a messenger for your company. A member of the office team once called her an idiot when she failed to deliver an urgent message.

Is this an example of unlawful harassment?

- No, because Andrea failed to carry out her duties correctly
- No, because the conduct was not directed at a protected characteristic
- Yes, because Andrea falls within two protected groups - age and gender
- Yes, because the coworker made a derogatory remark to a woman

Choose the correct option and then select **Done**.

Done



Summary

Discrimination based on an employee's race, color, national origin, sex, disability, age, or religion is unlawful. Some states also include sexual orientation, marital status, political affiliation, and status as a parent as protected characteristics.

Illegal workplace harassment occurs when coworkers or managers discriminate against an employee based on a protected characteristic, and the conduct is unwelcome and either severe or pervasive.

Job Aid

Access the job aid [Unlawful Harassment](#) for a reminder of the protected characteristics and what constitutes unlawful harassment in the workplace.



Summary

Discrimination based on an employee's race, color, national origin, sex, disability, age, or religion is unlawful. Some states also include sexual orientation, marital status, political affiliation, and status as a parent as protected characteristics.

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Harassment of Employees by Supervisors



As a manager, your actions at work represent your company as a whole. This is based on the authority you have as a manager and the fact that your conduct is considered an extension of the operations of the company. But this also means that any misconduct on your part reflects on the entire organization, and can leave the company on the hook for the misconduct.

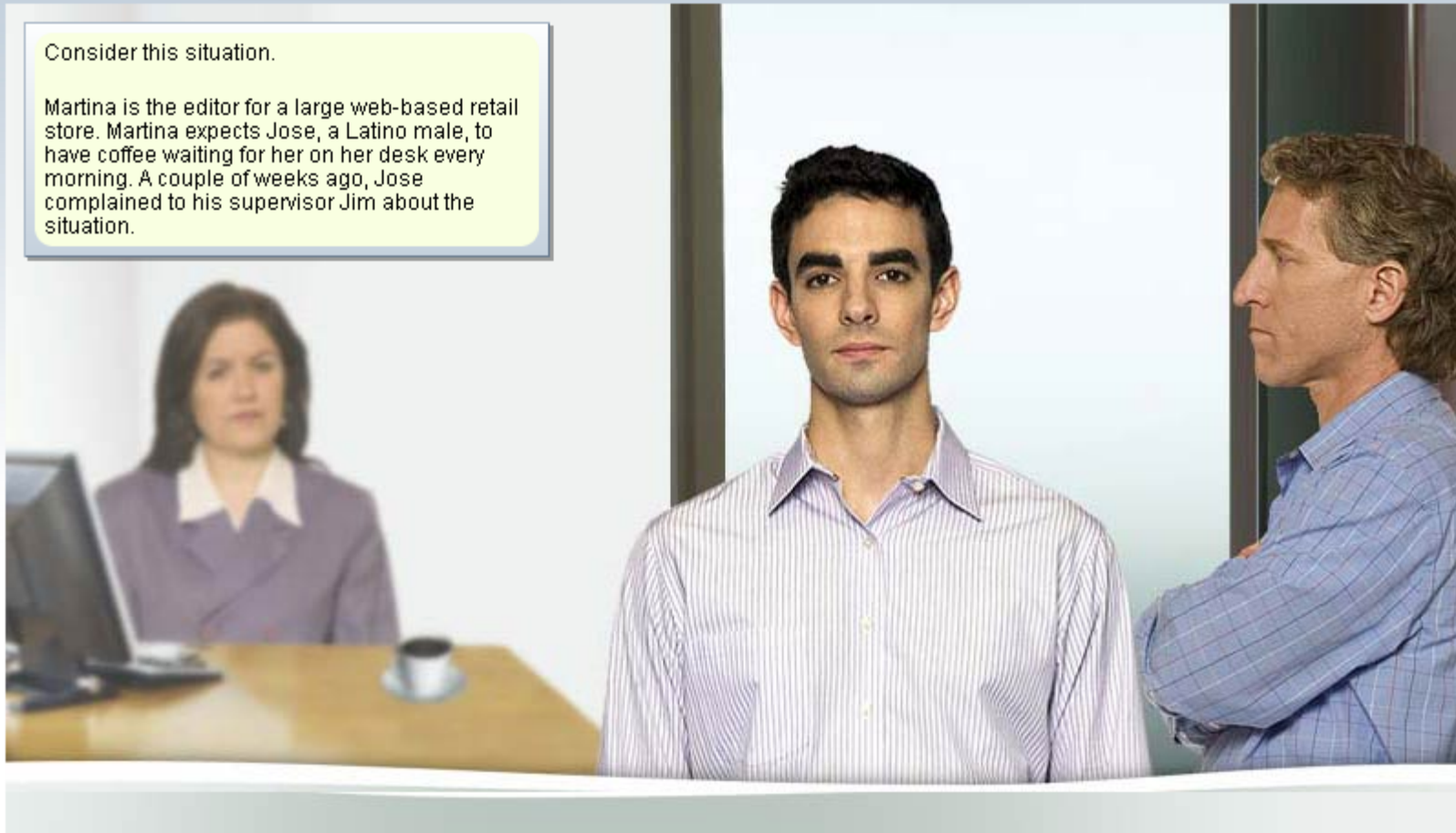
In legal terms, this is known as **vicarious liability**.



Harassment of Employees by Supervisors

Consider this situation.

Martina is the editor for a large web-based retail store. Martina expects Jose, a Latino male, to have coffee waiting for her on her desk every morning. A couple of weeks ago, Jose complained to his supervisor Jim about the situation.



Harassment of Employees by Supervisors

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"Jim, why is it that I have to make and bring Martina her coffee every day and nobody else has to? Not only is it demeaning to me, but everyone's making fun of me and calling me the "coffee guy." They say that because I'm from Colombia I must really know my coffee beans!"



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"Jose, you should be flattered! Martina told me that nobody else understands how to make coffee like a Colombian, and that's why she wants **you** to make it for her. And hey, don't forget about that promotion you applied for. If I were you, I'd just make the coffee and stop complaining about it."



Harassment of Employees by Supervisors

A few days later, Jose overheard Martina joking with someone about having her "personal barista" deliver her coffee every day.



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Jose went straight to Jim to file a harassment claim and to refuse to continue delivering the coffee.

The next day, Jose received an e-mail from Jim telling him that he would not get the promotion that he had been working for.



Harassment of Employees by Supervisors

If Jose filed a harassment claim, how likely is it that the company would be liable for Martina and Jim's actions?

Indicate how likely you think it would be that the company would be held liable for Martina and Jim's actions. Then select the **Get Feedback** button to learn more.

Get Feedback

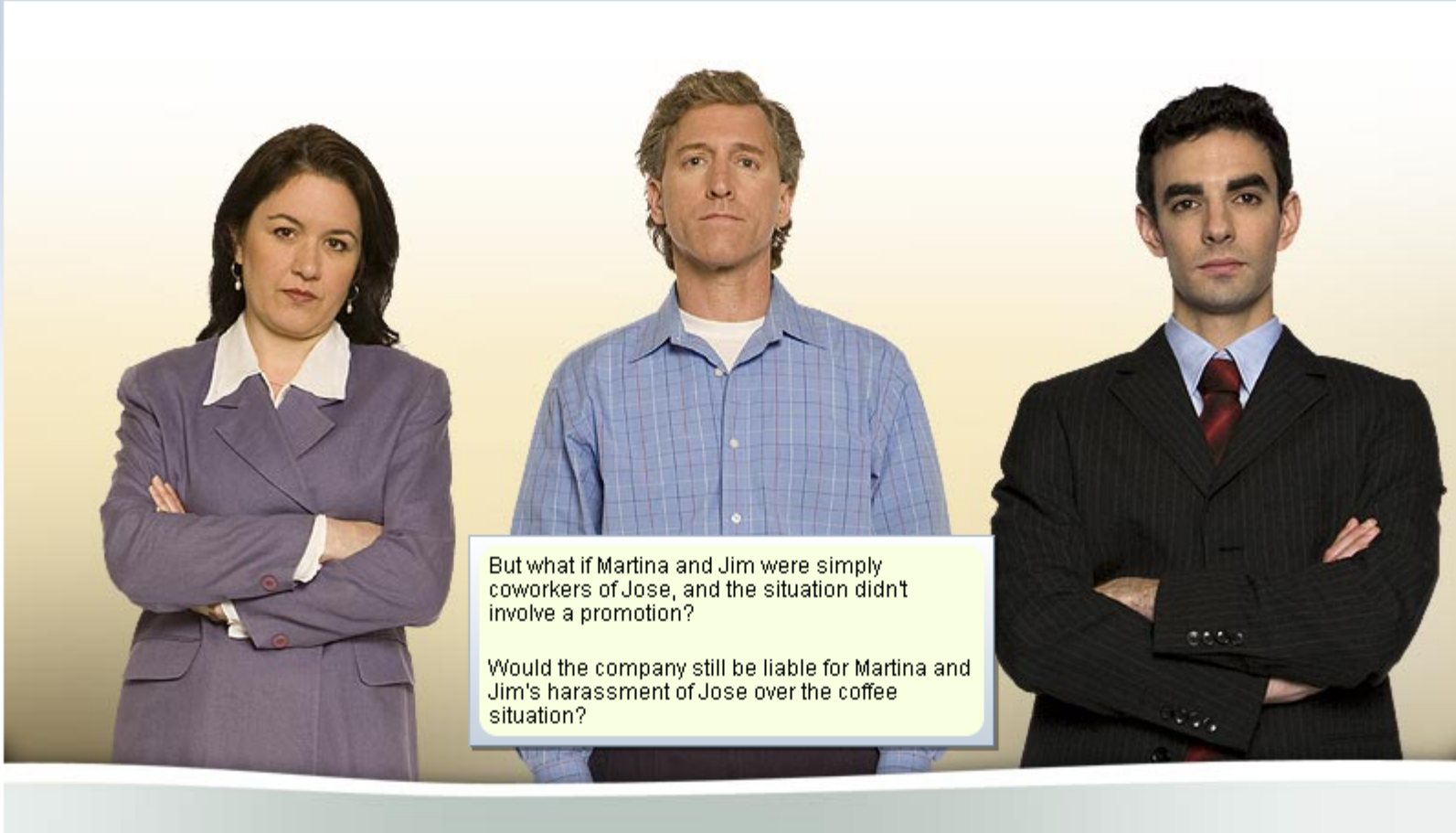


Likely

Not likely

Not sure





But what if Martina and Jim were simply coworkers of Jose, and the situation didn't involve a promotion?

Would the company still be liable for Martina and Jim's harassment of Jose over the coffee situation?

Harassment of Employees by Supervisors

To answer this question, you need to understand a little more about vicarious liability. The law provides specific guidelines for determining who is considered a supervisor or manager in a potential case of harassment. This depends on

- ▶ the person's role, and
- the affected employee's perception

Select each factor for more information about it.

Individuals qualify as supervisors if they can make decisions that directly impact employees' employment status - for example, hiring, firing, promoting, or demoting. They also qualify if they assign employees' day-to-day work, even if they can't make decisions that could impact the employees' work status.

However, individuals who simply relay work instructions from a manager to another employee and report back to that manager are not considered supervisors. Also, someone who directs only a few tasks - for example, by coordinating work on a particular project - is not considered a supervisor under the law.



Harassment of Employees by Supervisors

To answer this question, you need to understand a little more about vicarious liability. The law provides specific guidelines for determining who is considered a supervisor or manager in a potential case of harassment. This depends on

- the person's role, and
- ▶ the affected employee's perception

Select each factor for more information about it.

If an employee reasonably believes that an individual has supervisory authority, an employer may be subject to vicarious liability for harassment by a supervisor even if that individual doesn't actually have supervisory authority over the employee.



Harassment of Employees by Supervisors

Question

Suppose Martina was a senior sub-editor for the web-based retail store who provides performance appraisals and makes recommendations for promotion, but doesn't make the final decision on who is promoted.

Would she still be considered Jose's supervisor or manager?

- No
- Yes

Choose the correct option and then select **Done**.

Done



7/14



Harassment of Employees by Supervisors

Question

And what about Jim? Suppose he was a team lead who handed out daily assignments to the team. Would he still be regarded as Jose's supervisor?

- Yes
- No

Choose the correct option and then select **Done**.

Done



Harassment of Employees by Supervisors

To avoid liability for harassment by supervisors, an employer must show that it took reasonable care to prevent harassment and to deal with it effectively if it occurred. The employer must also show that the victim failed to make use of the company's preventative or corrective measures, such as utilizing the complaint procedure, to alert the company to the harassment problem.

But there are situations where the company's efforts can't protect it from liability for a supervisor's harassment. Under the law, a company is always responsible when a supervisor takes a **tangible employment action** against an employee that is connected with harassment.

Harassment policy

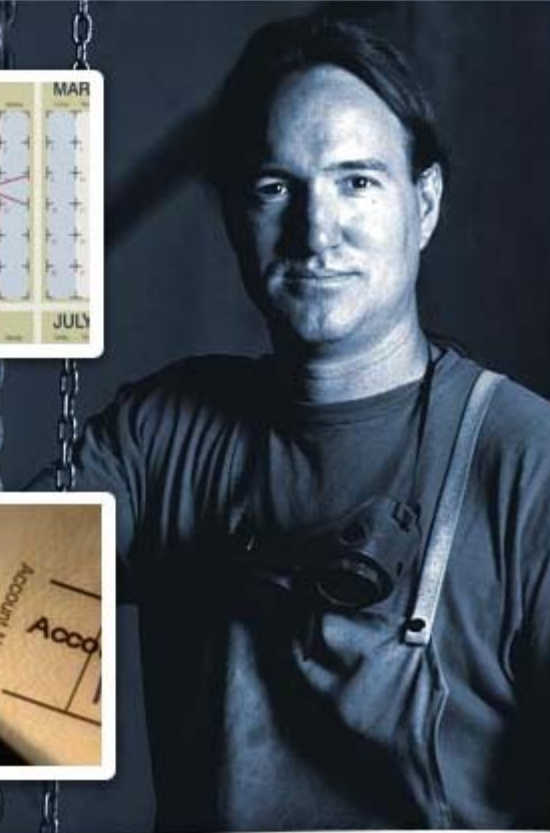
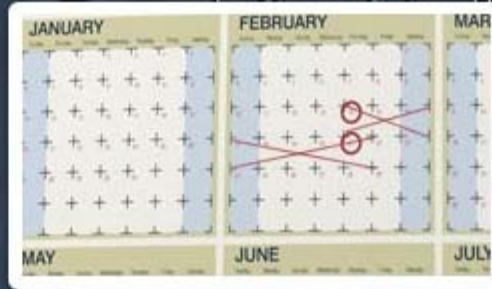


Tangible employment action

Harassment of Employees by Supervisors

A tangible employment action involves a significant negative change to a person's employment status. Examples of harassment-related actions by a manager could include refusing to promote an employee who would not perform sexual favors requested by the manager, or firing an employee in retaliation for reporting the manager's racial harassment to HR.

Other actions in this category include reassigning an employee to a less desirable position, reducing benefits, or withholding resources that the employee needs in order to perform his or her job.



Harassment of Employees by Supervisors

Question

Do you think Jose's situation would be considered to have resulted in a tangible employment action?

- No
- Yes

Choose the correct option and then select **Done**.

Done



Harassment of Employees by Supervisors

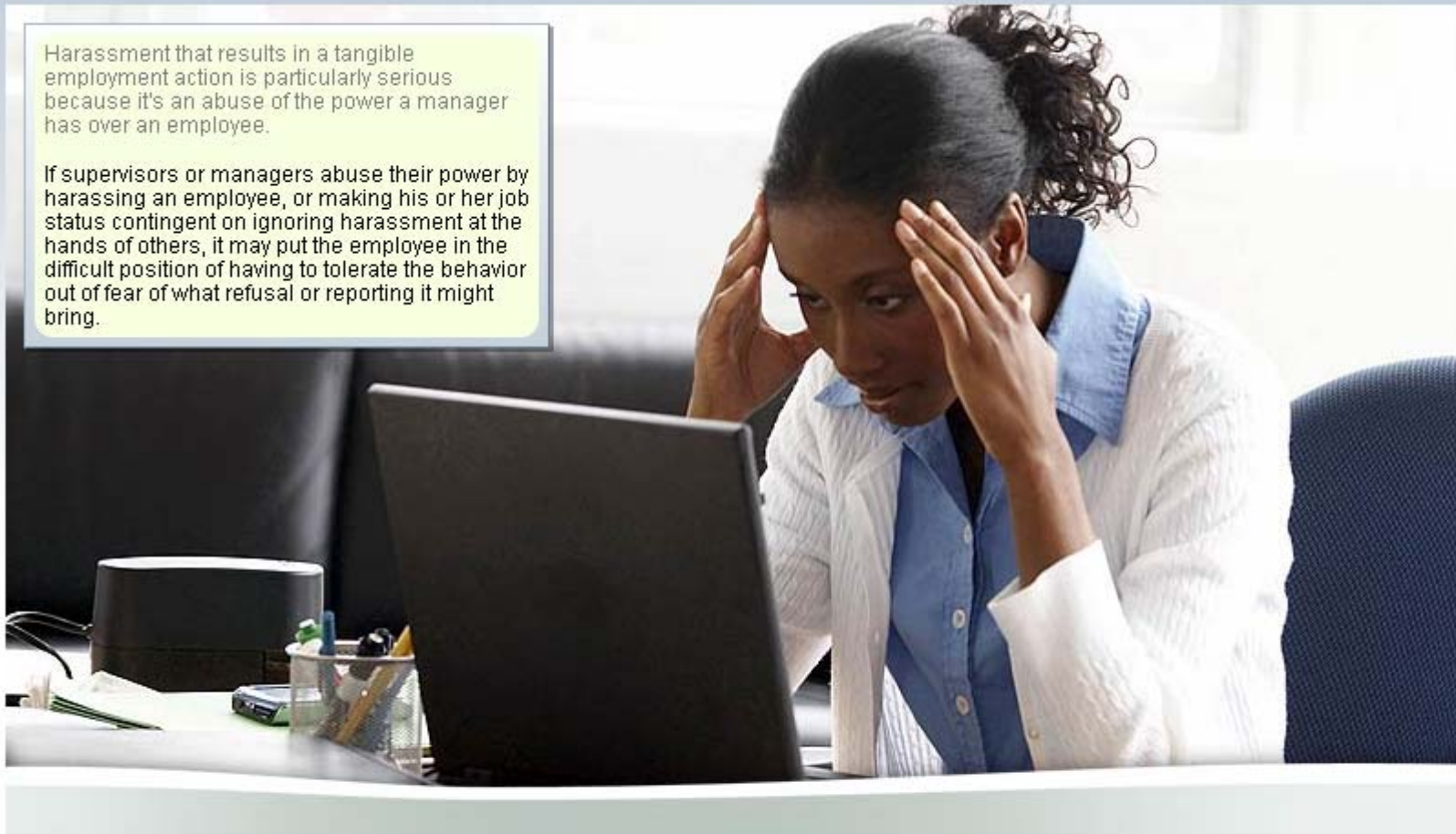
Harassment that results in a tangible employment action is particularly serious because it's an abuse of the power a manager has over an employee.



Harassment of Employees by Supervisors

Harassment that results in a tangible employment action is particularly serious because it's an abuse of the power a manager has over an employee.

If supervisors or managers abuse their power by harassing an employee, or making his or her job status contingent on ignoring harassment at the hands of others, it may put the employee in the difficult position of having to tolerate the behavior out of fear of what refusal or reporting it might bring.



Harassment of Employees by Supervisors

Question

Which situations do you think illustrate harassment that results in a tangible employment action?

- Reassigning a 50-year old employee from full- to part-time status at her request for fewer hours, with no change in duties or base salary, but a change in benefits because of her new status
- Reassigning an employee to a lower-status position after she complains that her coworkers are harassing her because she's excused from working on Saturdays due to religious reasons
- Firing an employee who refuses to cut his hair in order to adhere to a restaurant's dress code, which is based on food safety regulations
- Demoting an employee who filed a complaint with HR that he was passed over for a promotion due to his race

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



Summary

Employers are subject to vicarious liability for unlawful supervisor harassment if the harassment results in tangible employment actions against the harassed employees.

Tangible employment actions are any actions that negatively affect employees' pay, benefits, or ability to perform their jobs effectively.

Job Aid

Access the job aid [Tangible Employment Action](#) to review the types of actions that constitute tangible employment actions and so may expose companies to vicarious liability in workplace harassment cases.



Question

Which two examples of supervisory actions constitute tangible employment actions?

- Humiliating an employee in front of a customer by calling the employee useless
- Terminating an employee because she complains about continuing derogatory comments her manager makes about her physical disability
- Failing to promote an employee because she's female
- Firing a female employee who fails to perform her job satisfactorily

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done

Status

Answer Later



1/2



Question

James is an African-American war veteran who was injured in the line of duty and is now confined to a wheelchair. He works as a web site content developer and his manager often makes disparaging remarks about the quality of his work. The manager has also had to speak to James about his frequent tardiness and violations of the company's dress code.

Would this be considered unlawful harassment?

- Yes, because the manager is being racist and acts in a discriminatory way because of James's impairment
- No, because James is a veteran, which is not a protected characteristic
- No, because the manager speaks to James about his work performance, not his race or disability
- Yes, because James should be given some leeway due to his disability

Choose the correct option and then select **Done**.

Done

Status

Answer Later



2a/2



Question

Augustine is a 45-year old refugee from an Eastern European country. Her manager calls everyone by an "identifying" nickname, including her. He does this because he thinks it makes everyone feel welcome. He coins the nickname "Babushka" for her, because of the brightly colored scarves she wears on her head as part of her traditional dress in Eastern Europe.

Is this an example of unlawful harassment?

- No, because the derogatory comments are not meant maliciously
- No, because the manager calls everyone by a nickname
- Yes, because the harassment is aimed at Augustine's country of origin
- Yes, because the manager is discriminating against Augustine because of her age and her status as a refugee

Choose the correct option and then select **Done**.

Done

Status

Answer Later



2b/2



Topic: Encouraging a Harassment-free Environment

You have not taken a test for this topic.

Learning Objectives:

After completing this topic, you should be able to

- proactively deal with harassment before it escalates into a complaint
- recognize your role in creating a culture of respect and a work environment where harassment is not tolerated

This topic covers the following points:

- [Creating a respectful environment](#)
- [Proactive management of harassment](#)
- [Proactively dealing with harassment](#)
- [Summary](#)

Topic Type: RolePlay

Duration: 23 minutes



Skip Topic >>



Encouraging a Harassment-free Environment

As a manager or supervisor, you have the responsibility to ensure your employees can do their jobs in an environment free from harassment.

But you also have a wonderful opportunity to set the tone in your workplace. Your actions and attitudes filter down to those you manage.

You're in a position to model the respectful types of behaviors and conduct your company expects. And by doing this, you encourage employees to do the same.



Encouraging a Harassment-free Environment

Consider this scenario.

Violet is a manager of a small team at her company.

One day, she overhears someone in a group of people make a comment about Linda, another employee in her group.

"Yeah, some of us are more "hip" than Grandma over there."



Violet immediately intervenes.



Encouraging a Harassment-free Environment

Violet immediately intervenes.

"I know you're joking, but some people might not appreciate being joked about in that way. I know I wouldn't. Let's remember - we're all a team and we need to respect each other."



Encouraging a Harassment-free Environment

What do you think the team's reaction will be to Violet's intervention?

Think about the scenario you just witnessed and select the option that you think represents the most likely outcome. Then select the **Get Feedback** button.

Get Feedback



They'll think twice before repeating such comments

They'll ignore the comments and continue the behavior

They'll target Linda even more

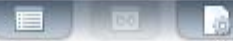






Because of your position, employees notice and respond to your actions.

On a daily basis, your own actions and behaviors model the type of behavior you expect from your employees.



Encouraging a Harassment-free Environment

Follow along as Joel, one of Violet's team members, witnesses Marcel giving a new employee a hard time.



Marcel: Hey four eyes, are you blind? That's not the way we do things around here. Why don't you clean your glasses and try to get it right.

Joel: Hey Marcel, can I talk to you for a minute?

Marcel: Yeah, Joel, what do you want?

Joel: Come on Marcel. Give the guy a break. It's his first day on the job. I bet if you took a few minutes to explain how to do it, he'd appreciate it a lot more.

-End-

Skip



Encouraging a Harassment-free Environment

When you model respectful conduct and encourage it in your employees, your employees will respect differences and feel empowered to challenge others to protect the harassment-free nature of their work environment.



Encouraging a Harassment-free Environment

When you model respectful conduct and encourage it in your employees, your employees will respect differences and feel empowered to challenge others to protect the harassment-free nature of their work environment.

By modeling respectful conduct, you also make it easier for employees to come forward when they do have complaints.



Encouraging a Harassment-free Environment

When you model respectful conduct and encourage it in your employees, your employees will respect differences and feel empowered to challenge others to protect the harassment-free nature of their work environment.

By modeling respectful conduct, you also make it easier for employees to come forward when they do have complaints.

By creating a respectful environment, you can reduce or prevent incidents of harassment.

Incidents of harassment



It's also important to make sure that employees are familiar with and understand your company's harassment policy.

This helps to ensure that employees know what is expected of them, as well as what to do if they experience or observe harassment.

Harassment policy

The federal agencies are not exempt. It is important for each agency to make a concerted effort to create a discrimination-free office environment. Discrimination undermines trust, agency business, reduces agency accountability, and equal opportunity provides for every employee and holding it in the spirit of agency values.

When the following elements are included, an office environment that is free from discrimination is created:

- Accountability established from agency leadership
- Integration of EEO policies into the agency's strategic mission
- Specific provisions of prohibitive discrimination
- Management and program accountability

It is also important for agency heads to make a statement that describes their commitment to EEO policies and their commitment to building and maintaining a workplace that is free from discrimination across all of their offices. In order to integrate EEO policies into its strategic mission, each agency should: (1) federal agencies are expected to actively identify and prevent potential discrimination and harassing programs as an integral part of the process. This means that at least once a year, every agency needs to conduct a self-assessment exercise for identifying areas of success and failure in creating a diverse workforce. Where areas of failure are noted, the agency should first set what the barriers to success for certain groups are, and develop a plan to overcome these barriers. Agencies should be serious, efficient and effective in implementing EEO policies and meeting discrimination and retaliation demands. For each agency needs to develop a program of dispute resolution that is both fair and fair.

It is equally important for there are systems in place that can be used to evaluate the effectiveness of the EEO programs that agencies have developed. For example, an agency could track applicant flow, which identifies applicants by race, national origin, sex, and disability status. In order to measure management and program accountability, agencies should conduct regular internal audits to determine whether the agency has made headway in removing barriers to equality of opportunity in the workplace. It is also important for agency heads to make a statement that describes their commitment to EEO policies and their commitment to building and maintaining a workplace that is free from discrimination across all of their offices. In order to integrate EEO policies into its strategic mission, each agency should: (1) federal agencies are expected to actively identify and prevent potential discrimination and harassing programs as an integral part of the process. This means that at least once a year, every agency needs to conduct a self-assessment exercise for identifying areas of success and failure in creating a diverse workforce. Where areas of failure are noted, the agency should first set what the barriers to success for certain groups are, and develop a plan to overcome these barriers. Agencies should be serious, efficient and effective in implementing EEO policies and meeting discrimination and retaliation demands. For each agency needs to develop a program of dispute resolution that is both fair and fair.

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Encouraging a Harassment-free Environment

A few days after Violet intervened to stop team members making disparaging remarks about Linda's age, Linda comes by her office. Follow along as she discusses her concerns about her colleagues' behavior with Violet.



Linda: Violet, I'm probably being silly, but something's really bothering me about how the younger people in the office are treating me. Maybe I'm just being too sensitive, I just don't know.

Violet: I'm sorry to hear you're feeling upset Linda. I take that very seriously. And I don't think you're being silly coming to me - I want you to feel safe and supported here. If there's something that's bothering you, I want to know about it and I want to help.

Linda: Thanks Violet. It's such a relief to be able to talk about this.

-End-

Skip



10/22



Encouraging a Harassment-free Environment

Violet's attitude helps her employees feel comfortable and more confident about coming to her for help if they experience harassment.



Encouraging a Harassment-free Environment

Violet's attitude helps her employees feel comfortable and more confident about coming to her for help if they experience harassment.

Her attitude and actions create a "safe" work environment - one in which employees feel secure, knowing that she won't tolerate harassment of any type and will listen if they bring issues to her attention.

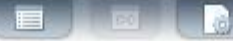


Encouraging a Harassment-free Environment

Violet's attitude helps her employees feel comfortable and more confident about coming to her for help if they experience harassment.

Her attitude and actions create a "safe" work environment - one in which employees feel secure, knowing that she won't tolerate harassment of any type and will listen if they bring issues to her attention.

Clearly though, Violet knows there's a situation brewing that she'll have to deal with more directly.



Question

Which four examples represent responsible behavior by a supervisor or manager which creates an environment where harassment isn't tolerated?

- Making it clear you expect an attitude of tolerance and mutual respect in the workplace
- Making sure employees know they're welcome to approach you if they're experiencing harassment
- Prohibiting employees from telling jokes or sharing personal stories while at work
- Never speaking in a derogatory manner about an employee's racial background or other protected characteristics
- Explaining your company's harassment policy to employees

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



Encouraging a Harassment-free Environment

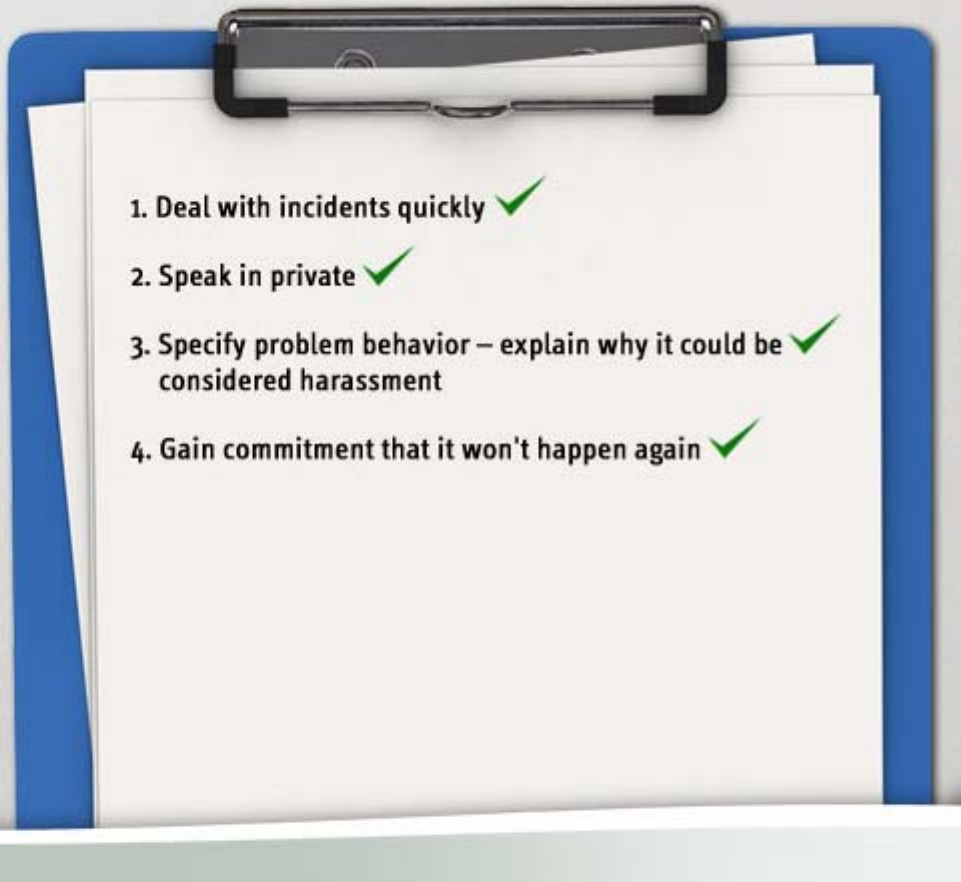
As we've discussed, a manager's immediate response to an employee's harassing conduct can keep the situation from escalating into a much larger problem.



Encouraging a Harassment-free Environment

To deal proactively with any incident of harassing behavior, you need to

- deal with the incident quickly and as soon as possible after its occurrence
- speak to the employee who's responsible for the behavior in private
- specify the problematic behavior and explain why it could be considered harassment, and
- gain a commitment from the employee that it won't happen again

- 
1. Deal with incidents quickly ✓
 2. Speak in private ✓
 3. Specify problem behavior – explain why it could be considered harassment ✓
 4. Gain commitment that it won't happen again ✓



Encouraging a Harassment-free Environment

Consider this example. Suppose that during a meeting, Violet notices that Arlene makes a disparaging comment about Linda's age. Follow along as she deals with the situation at the end of the meeting.



Violet: Arlene could you stay behind please? I need a word with you.

Arlene: Sure Violet. What can I do for you?

Violet: During the meeting, you made that remark to Linda about old dogs learning new tricks. I don't think she appreciated that.

Arlene: She knows I was only kidding!

Violet: Actually, making disparaging comments about someone's age could be seen as harassment. Imagine if everyone teased her about her age.

Arlene: Oh! I'm sorry. I didn't realize.

Violet: I understand, but please keep this in mind in the future.

-End-

Skip



15/22



Question

In Violet's conversation with Arlene, which actions did she take to deal proactively with potential harassment?

- She spoke to Arlene privately
- She specified the behavior and explained why it could be harassment
- She obtained a commitment that the behavior wouldn't happen again
- She dealt with the situation as soon as possible

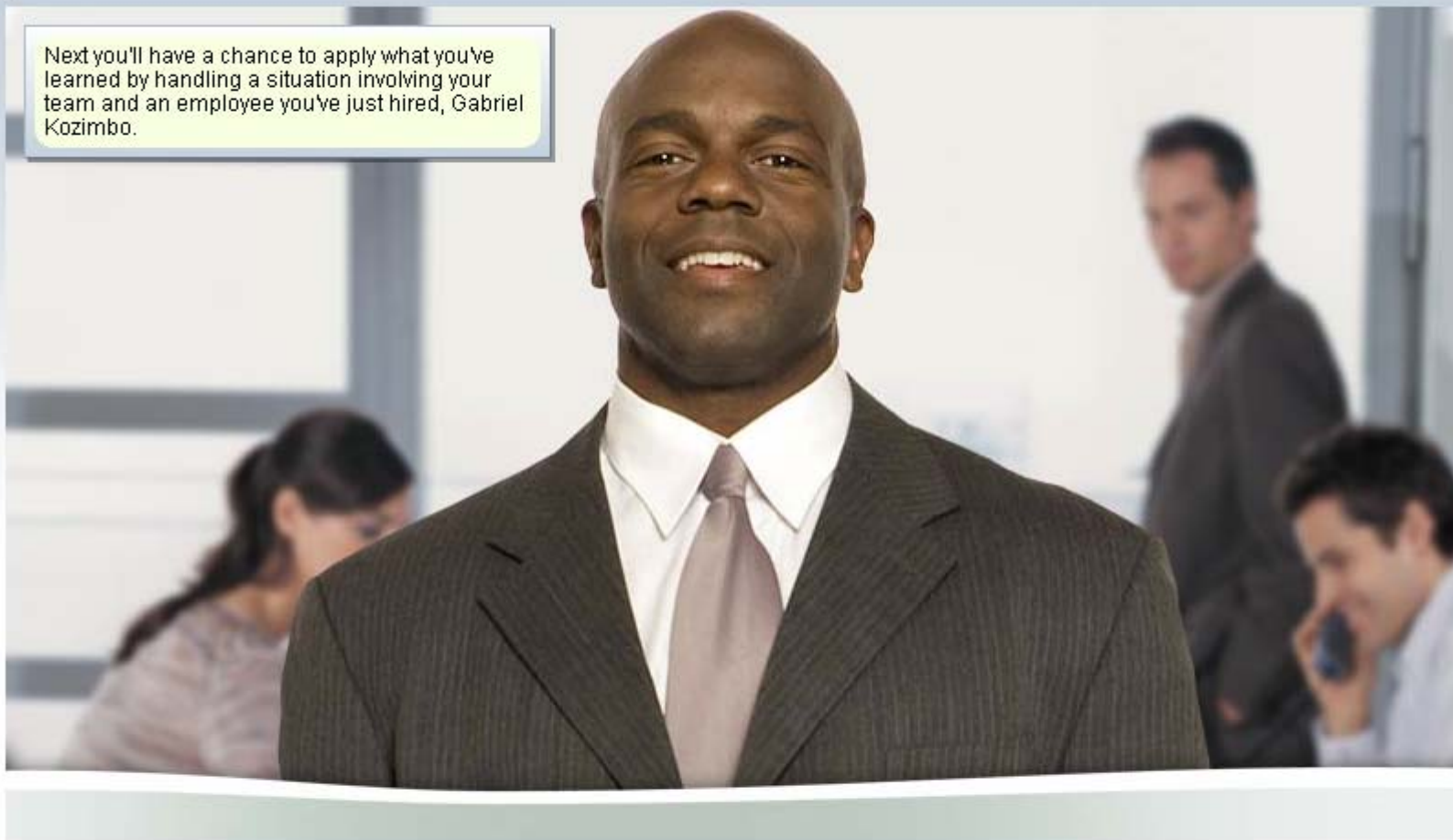
Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



Encouraging a Harassment-free Environment

Next you'll have a chance to apply what you've learned by handling a situation involving your team and an employee you've just hired, Gabriel Kozimbo.



Encouraging a Harassment-free Environment

You have just introduced Gabriel to your team. Follow along as the team welcomes him.



Curtis: Hi Gabriel, good to have you on the team. At your height, you're bound to give us a new perspective on things. You must be at least 6' 7"?

Gabriel: Hi Curtis. Yes I guess I'm somewhere around there.

Nikki: I've never heard the surname Kozimbo before? Where does it originate.

Gabriel: Actually, I'm from Kenya.

Lili: Oh, you know what they say about Africa...its main exports are drums and dictators.

-End-

Skip



Encouraging a Harassment-free Environment

Which of the team's comments do you think could be considered discriminatory and therefore a precursor to unlawful harassment? Could it be

- ▶ the comment about Gabriel's height
- the question about the origin of Gabriel's surname, or
- the joke about drums and dictators

Select each comment to find out whether it might be considered discriminatory.

Commenting on how tall someone is doesn't necessarily constitute unlawful harassment because height is not a protected category. However, if the height were due to a medical condition, it could be considered discriminatory.

Each situation has to be taken in context. In this case, the comment is not likely to be considered discriminatory. Remember, though, that Gabriel could be sensitive to his height and might not appreciate people commenting on it. You might want to observe your team's future interaction with Gabriel in this regard.



Encouraging a Harassment-free Environment

Which of the team's comments do you think could be considered discriminatory and therefore a precursor to unlawful harassment? Could it be

- the comment about Gabriel's height
- ▶ the question about the origin of Gabriel's surname, or
- the joke about drums and dictators

Select each comment to find out whether it might be considered discriminatory.

Asking questions about the origins of Gabriel's surname isn't a form of harassment - it shows curiosity, rather than animosity, toward Gabriel's national origin.

Here, Nikki's tone and demeanor were friendly, so in this context the question was clearly not intended to harass Gabriel.



Encouraging a Harassment-free Environment

Which of the team's comments do you think could be considered discriminatory and therefore a precursor to unlawful harassment? Could it be

- the comment about Gabriel's height
- the question about the origin of Gabriel's surname, or
- ▶ the joke about drums and dictators

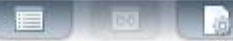
Select each comment to find out whether it might be considered discriminatory.

This comment is clearly offensive. Lili is expressing negative stereotypes about Gabriel's ancestry. This is precisely the type of comment - innocent or otherwise - that could be considered harassment because it focuses on and disparages Gabriel's national origin.



Encouraging a Harassment-free Environment

Since Lili's comment clearly has the potential to be considered discriminatory, after introducing Gabriel, you call Lili aside and ask to speak with her privately in your office.



Encouraging a Harassment-free Environment

Since Lili's comment clearly has the potential to be considered discriminatory, after introducing Gabriel, you call Lili aside and ask to speak with her privately in your office.



RolePlay



"You wanted to talk to me?"

- Yes. I didn't like the joke you made about African people. It wasn't funny to me at all.
- Yes. I'm concerned about the joke you made about Gabriel's national origin. Making jokes about someone's nationality can be construed as harassment and could create a stressful, unfriendly environment for Gabriel.
- Yes. You were way out of line, Lili. I'm not pleased with your behavior at all. I expected more from you.

Select each answer choice to explore responses and feedback.

Exit RolePlay

Continue



RolePlay



RolePlay



"I really hope I haven't hurt Gabriel's feelings."

- I'm sure you'll be more sensitive in the future.
- Well you have. You were very insensitive.
- I'm sure you can apologize and make it up to him. But can I count on you not to make any similar jokes in the future?

Select each answer choice to explore responses and feedback.

Exit RolePlay

Continue



RolePlay



RolePlay



"Thanks for bringing this up with me. I'm really sorry it happened and it won't happen again."

Exit RolePlay

Continue



RolePlay



RolePlay

**RolePlay Summary**

You explored the following content attributes:

- obtaining a commitment that it won't happen again
- explaining why the behavior was offensive and could be considered harassment

Select **Try Again** to re-enter the RolePlay from the beginning, or select the **Next Page** button to continue the course.

[Try Again](#)



Summary

As a manager, it's your responsibility to refrain from unlawful harassment yourself and to model the respectful conduct you expect from your employees. You should also make sure that employees are familiar with your company's harassment policy, cultivate an environment in which employees feel secure, and encourage employees to respect differences and challenge the harassing behavior of others.



**Topic: Managing a Harassment Complaint**

You have not taken a test for this topic.

Learning Objectives:

After completing this topic, you should be able to

- recognize the appropriate action to take when an employee brings a harassment complaint to your attention
- identify appropriate actions to take if you are notified that an employee has lodged a harassment complaint with the EEOC

This topic covers the following points:

- [Internal complaints](#)
- [External complaints procedure](#)
- [Summary](#)

Topic Type: Instruction

Duration: 14 minutes



Skip Topic >>



Managing a Harassment Complaint

Following the strategies we've discussed so far to promote a harassment-free workplace makes it much less likely that harassment will be a problem for you and your employees. However, it isn't a guarantee that harassment will never occur.

Thanks to your efforts to promote a respectful work environment, if harassment does happen, your employees will feel comfortable coming to you for help. Note that you may also receive a complaint from an employee who is not your direct report, but who doesn't feel comfortable discussing the matter with his or her manager.

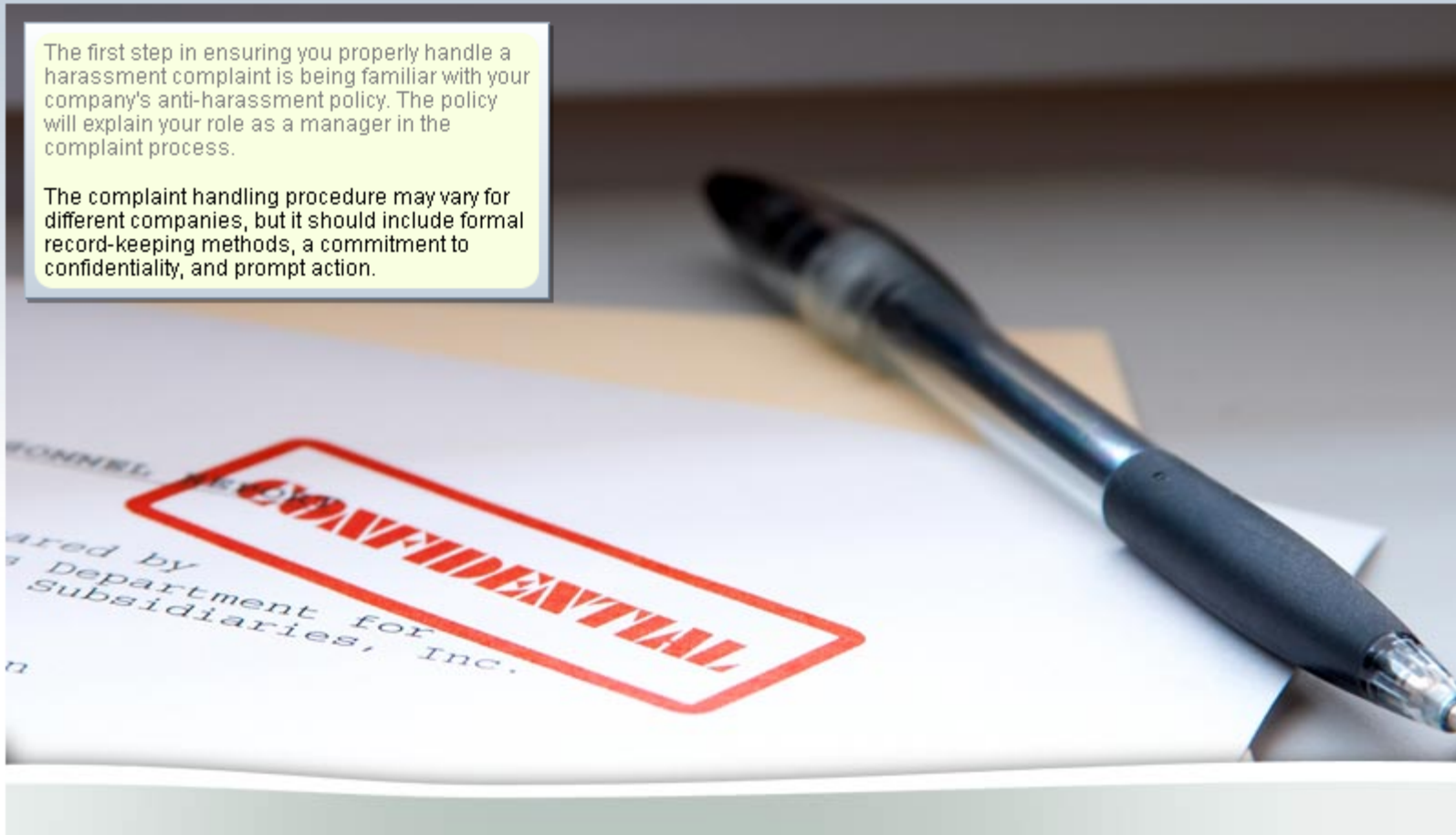
Now let's explore how to respond to a complaint.



Managing a Harassment Complaint

The first step in ensuring you properly handle a harassment complaint is being familiar with your company's anti-harassment policy. The policy will explain your role as a manager in the complaint process.

The complaint handling procedure may vary for different companies, but it should include formal record-keeping methods, a commitment to confidentiality, and prompt action.



Managing a Harassment Complaint

Jeffrey comes to Violet's office to discuss a problem he's having with his supervisor, Graham. Follow along as Violet handles the complaint of racial harassment Jeffrey makes.



Jeffrey: I'm really not sure where to begin...it's about Graham. He's been sending me racist e-mails.

Violet: Oh no! Jeffrey, I'm glad you've come to me. We take harassment very seriously in our organization. Can you explain what happened a bit more?

Jeffrey: He's been sending me e-mail jokes about Indian people that I find really offensive. When I asked him to stop, he just sent more!

Violet: I understand. That's very serious. Our company's policy says that I should take this to HR. They'll need copies of those e-mails from Graham so they can look into this further. Do you still have copies?

Jeffrey: Yes. I'll forward the e-mails to you, if that's OK?

Violet: Yes, that's fine. I'll speak to HR as soon as I receive them. HR will review the e-mails and will get in touch with Graham to investigate further. They may wish to speak with you directly, as well. I'll keep you informed of the progress. Please let me know immediately if you feel Graham is trying to get back at you for coming to me. We don't tolerate retaliation of any kind.

-End-

Skip



3/14



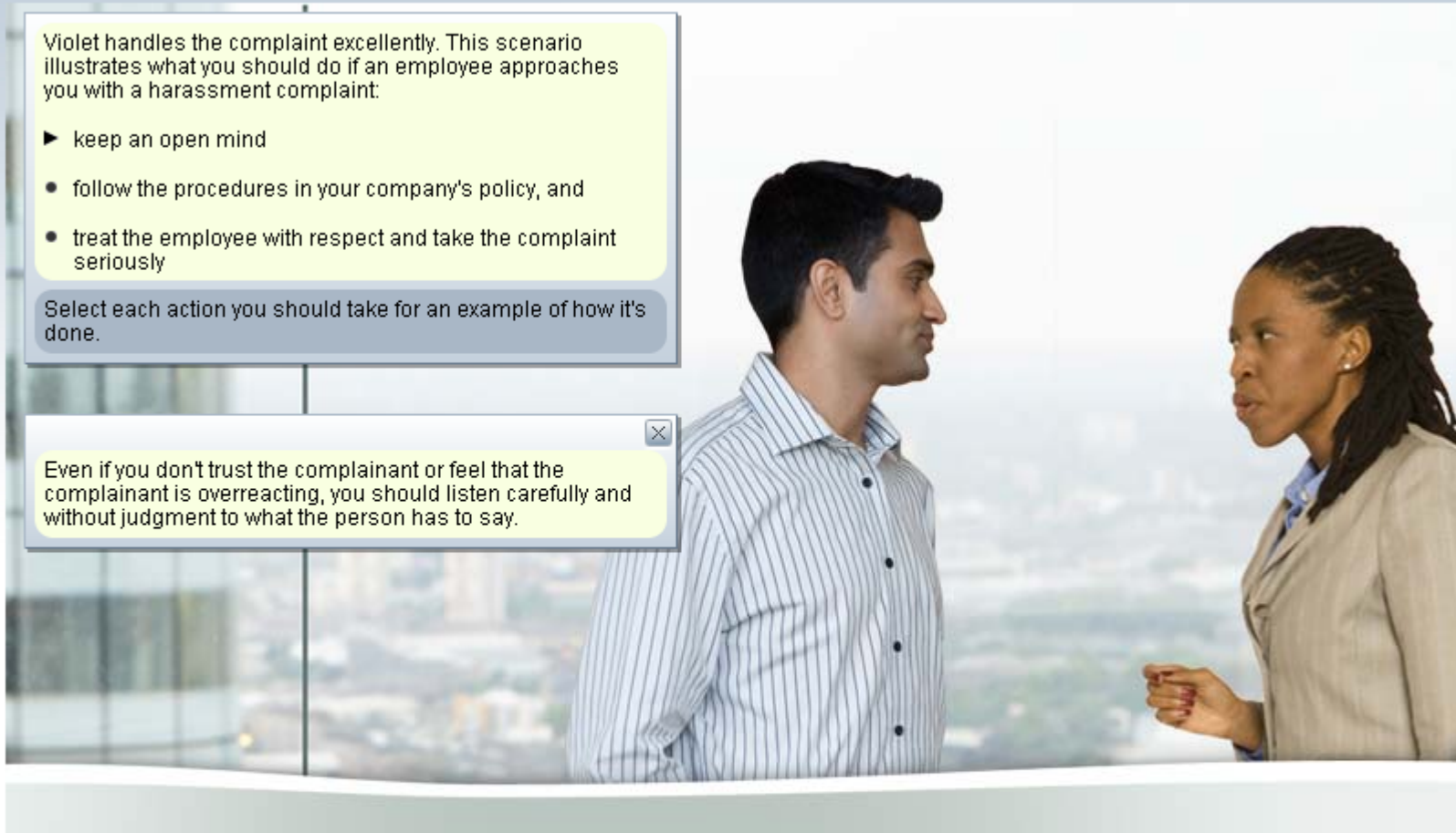
Managing a Harassment Complaint

Violet handles the complaint excellently. This scenario illustrates what you should do if an employee approaches you with a harassment complaint:

- ▶ keep an open mind
- follow the procedures in your company's policy, and
- treat the employee with respect and take the complaint seriously

Select each action you should take for an example of how it's done.

Even if you don't trust the complainant or feel that the complainant is overreacting, you should listen carefully and without judgment to what the person has to say.



Managing a Harassment Complaint

Violet handles the complaint excellently. This scenario illustrates what you should do if an employee approaches you with a harassment complaint:

- keep an open mind
- ▶ follow the procedures in your company's policy, and
- treat the employee with respect and take the complaint seriously

Select each action you should take for an example of how it's done.

It's important to follow any procedures outlined in your company's policy for handling a harassment complaint. These generally include procedures for keeping records of the complaint, keeping the complaint confidential within reason, and acting quickly to address the complaint.

Most policies also require that you notify your Human Resources Department of the complaint so it gets handled properly.



Managing a Harassment Complaint

Violet handles the complaint excellently. This scenario illustrates what you should do if an employee approaches you with a harassment complaint:

- keep an open mind
- follow the procedures in your company's policy, and
- ▶ treat the employee with respect and take the complaint seriously

Select each action you should take for an example of how it's done.

You need to take all complaints seriously, even if you doubt what the complainant tells you is true. Treating people with respect should be the goal of all interactions with your employees.



"Perhaps you shouldn't mention your religion anymore."



If an employee approaches you with a harassment complaint, you should be careful not to blame the complainant for the situation.

Sometimes, statements advising victims to change the way they do things, to avoid the situation in the future, could be misconstrued as "blaming" even though not intended that way.

"Maybe if you tried to dress more youthfully, people wouldn't notice that you're older."



It's also critical that you don't tolerate or engage in any retaliation against the employee for making the complaint.

Don't tolerate retaliation



Managing a Harassment Complaint

Question

Suppose an employee comes to you with a complaint that she's been harassed since bringing her girlfriend to an office function. She says that she's received sexually explicit e-mails and that colleagues have belittled her since the event.

As her manager, what should you do?

- Listen to her, assuring her that you take the complaint very seriously
- Withhold any judgments you might have about the employee's lifestyle
- Go through the company's policy with her, explaining how you'll follow the procedure
- Suggest that, in the future, she refrains from bringing her girlfriend to functions to prevent this response
- Assure her that she will suffer no negative repercussions and ask her to report retaliation arising from her complaint
- Tell her that sexual orientation is not a protected category in your state

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



Managing a Harassment Complaint

An employee who feels he or she is the victim of harassment can file a complaint with a governmental agency, such as the federal Equal Employment Opportunity Commission (EEOC for short), or a similar state agency.

This often happens when an employee is unable to find a resolution within the company.

You should be aware, though, that an employee is not required to seek an internal resolution before filing an external complaint.



Managing a Harassment Complaint

As a manager, the most important thing to remember is that you should report any external complaints that you become aware of to your company's HR Department immediately. Also, save all correspondence related to the complaint and provide it to HR.

It's vital that you don't attempt to handle the complaint on your own - always seek help from HR or your company's legal counsel.

HR
Department



Managing a Harassment Complaint

Although you won't play the leading role in dealing with a complaint made to the EEOC, it's useful to know about the typical steps in the EEOC's complaint resolution process.

Select each step in an EEOC response to a charge of harassment for more information about it.

When an employee files a complaint with the EEOC, the EEOC will open an investigation of the charge.

The first step usually involves inviting the employee, known as the "complainant" and the company representative to sit down together with an EEOC mediator to attempt to resolve the issue.



Mediation



Further investigation



Decision not to pursue



Decision to pursue

Managing a Harassment Complaint

Although you won't play the leading role in dealing with a complaint made to the EEOC, it's useful to know about the typical steps in the EEOC's complaint resolution process.

Select each step in an EEOC response to a charge of harassment for more information about it.

If the mediation isn't successful, or either party declines to mediate the claim, the EEOC will continue its investigation. The next stage typically involves the EEOC requesting further information from the complainant and the employer, interviewing people with knowledge of the situation, and reviewing relevant documents.

It's recommended that you retain all records relating to the issues under investigation, including electronic records.

The EEOC's goal at this point is to determine whether it believes harassment has occurred.



Mediation



Further investigation



Decision not to pursue



Decision to pursue

Managing a Harassment Complaint

Although you won't play the leading role in dealing with a complaint made to the EEOC, it's useful to know about the typical steps in the EEOC's complaint resolution process.

Select each step in an EEOC response to a charge of harassment for more information about it.



Mediation



Further investigation

If, after its investigation, the EEOC decides not to pursue the matter on behalf of the complainant, this isn't a conclusive determination that harassment has not occurred.

Instead, the EEOC will issue a "right to sue" letter, which will allow the complainant to file an independent lawsuit if he or she so chooses.

Generally a complainant cannot file an independent lawsuit based on harassment without first obtaining a "right to sue" letter from the EEOC.



Decision not to pursue



Decision to pursue

Managing a Harassment Complaint

Although you won't play the leading role in dealing with a complaint made to the EEOC, it's useful to know about the typical steps in the EEOC's complaint resolution process.

Select each step in an EEOC response to a charge of harassment for more information about it.



Mediation



Further investigation

If the EEOC concludes that harassment has occurred, it will issue a "letter of determination" and begin the process of conciliation.

During conciliation, the EEOC will work with the complainant and the employer to negotiate a remedy for the harassment.

If conciliation isn't successful, the EEOC may file a lawsuit on behalf of the complainant, or it may issue a "right to sue" letter so the complainant can pursue an independent lawsuit.



Decision not to pursue



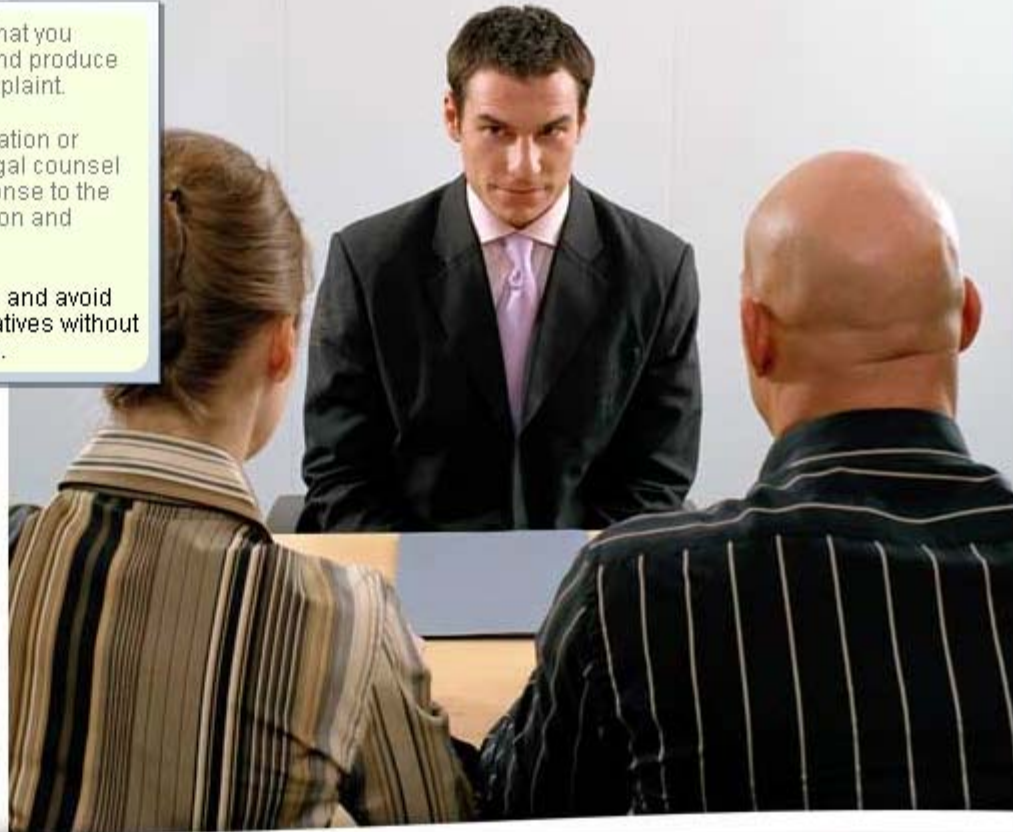
Decision to pursue

Managing a Harassment Complaint

During an EEOC investigation, HR may request that you respond to questions, participate in interviews, and produce any documents that relate to the employee's complaint.

You may also be asked to participate in the mediation or conciliation discussions. Often the company's legal counsel will be involved in preparing the company's response to the EEOC and will represent the company at mediation and conciliation meetings.

It's important to work with HR during this process and avoid contact with the complainant or EEOC representatives without the knowledge of HR and the company's counsel.



Managing a Harassment Complaint

At any time during the EEOC's investigation or conciliation process, the employee and the employer may agree on a settlement to resolve the matter, which would close the EEOC's case.

Even if the matter is ultimately resolved in the company's favor, remember that an employee's protection against retaliation extends to the external complaint process. As a manager, you must be sure not to engage in retaliation and report any retaliatory actions you may observe to HR immediately.



Managing a Harassment Complaint

Question

Suppose one of your employees has filed a charge of age-based harassment against you with the EEOC and you've just received a formal notice of this.

Which two procedures should you follow to handle the matter at this point?

- You ensure that you don't retaliate or allow anyone else to retaliate against the complainant
- You respond to the charge in writing only after consultation with the HR Department and corporate employment counsel, explaining your position
- You know that the charge was a misunderstanding, so you don't respond to it
- You approach the employee and try to persuade him that it was not your intention to harass him

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done



13/14



Summary

If an employee comes to you with a harassment complaint, always keep an open mind, follow the procedures in your company's anti-harassment policy, listen carefully, and take the complaint seriously. Use care not to blame the employee for what happened, and avoid retaliation.

When an external complaint about harassment is made, report the complaint to HR immediately, avoid contact with the complainant or EEOC representatives without the knowledge of HR and your company's counsel, and ensure that you don't retaliate or allow anyone else to retaliate against the complainant.

Follow-on Activity

Access the follow-on activity [Company Harassment Policy](#) to help you familiarize yourself with your company's harassment policy.



Case Study

You manage a diverse creative team at an advertising agency. Some members of the team have started creating caricatures of their colleagues and posting them in the rest area. Some of the caricatures focus on characteristics like race and religion, and others focus on eccentricities in style of dress.

Some members tend to tell a lot of sexist and racist jokes. You've also heard members of the team teasing colleagues for not being adventurous enough to join them for skydiving and hiking trips on the weekends.



Answer the questions in order to test your knowledge of dealing with the harassment before it escalates into a complaint.

Question 1

Question 2

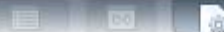
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Answer Later



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**Question**

Which two situations must you address to prevent unlawful harassment?

- Racially offensive jokes
- Caricatures that focus on characteristics of people's dress
- Teasing about not being adventurous enough
- Caricatures that focus on racial or religious characteristics

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

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Question

You notice a designer, Simon, put up an image of his coworker, Alice, on the notice board. The image shows Alice naked. You take down the image and ask to speak to Simon privately in your office.

What three things should you say to Simon to ensure this conduct doesn't continue?

- "I need your promise that you will not create and post a drawing like this again."
- "You're wasting company time and money, upsetting people when you should be working on the campaign instead."
- "Posting images like that is a form of harassment that makes the work environment uncomfortable for people. We're all responsible for the atmosphere in our department."
- "I'm sure Alice would be upset if she knew about this. Imagine how embarrassing it would be for her to face the rest of the team."
- "Women don't like to have images of themselves naked put up in public. If you're going to do this again, make sure it's not a woman."

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

[Review Case Study](#)[Done](#)[Status](#)[Answer Later](#)

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Question

What three actions should you take if you are notified that a harassment charge has been filed with the EEOC against you by one of your employees?

- Report the external complaint to HR immediately
- Place the complainant on suspension until the case is finalized
- Don't retaliate or allow anyone else to retaliate against the complainant
- Shred all documents relating to the complaint immediately
- Avoid contact with the complainant or EEOC representatives without the knowledge of HR and your company's counsel

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done

Status

Answer Later



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Question

A Muslim employee comes to you with a complaint that two of her colleagues are trying daily to convert her to Christianity.

Which three actions should you take to deal with the complaint?

- Explain to her that these colleagues mean well and ask her to be more tolerant of other religions in the workplace
- Ensure that you don't suggest she encouraged this treatment in any way
- Explain that you take the complaint seriously and ask questions so you can really listen to what she has to say
- Explain that her coworkers may treat her badly when they find out she came to you, but that she should "stay strong" since it should all blow over once HR investigates
- Take the steps outlined in your company policy and reassure her that you will deal with the issue quickly

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

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Status

Answer Later



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Question

In what ways could you create a workplace in which harassment isn't tolerated, thereby fulfilling your responsibilities as a supervisor or manager?

- Ensure all employees are familiar with the company's harassment policy and that they know they can come to you to report harassment if they experience it
- Tell your employees that because they all know that harassment shouldn't be happening at work, you don't want to hear any complaints
- Ask your employees to dress respectfully so they don't invite sexual harassment
- Treat all employees with respect and lead by example with your own conduct

Choose more than one option and then select **Done**. To deselect an option, choose it a second time.

Done

Status

Answer Later



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