

***V*IDEO DEVELOPMENT PROGRAM**

Sexual Harassment: Awareness, Perception and Prevention

A Facilitator Guide for:

- ***A Manager's Responsibility***
- ***An Employee's Responsibility***

This guide is
FOR PREVIEW ONLY
Illegal for Training



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This video program is a training guide only and in no way constitutes legal or professional advice. If professional legal service is needed, please consult with your attorney or professional advisor.

A special thanks to The Baudino Law Firm for their assistance with this project.

The Message

This training video and guide is designed to instill the importance of recognizing sexual harassment, preventing sexual harassment from occurring in the workplace, and following the appropriate investigative and reporting techniques if a complaint is received.

The Video Synopsis

An Employee's Responsibility features 10 subtle sexual harassment vignettes and explores the question of welcomeness, appropriateness, and the critical do's and don'ts in preventing sexual harassment in the workplace.

A Manager's Responsibility features 10 subtle sexual harassment vignettes that demonstrate the importance of zero tolerance, handling complaints and timely and thorough investigations.

In both versions, each vignette demonstrates a questionable situation and features both the alleged harasser and alleged victim's perspective. An HR Consultant, Attorney at Law, and two employees discuss each situation and provide insight into stopping sexual harassment in the workplace.

How to Use

Two versions of this training video and guide have been developed for distinct audiences: management and employees. **Be sure you are using the correct version for your audience.**

Exercises for both groups are provided in this guidebook. The label in the upper right corner of each page will indicate whether an exercise is for management only, employees only, or both.

Follow the directions in this guidebook to conduct your session, or modify them to meet your needs. Suggested training agendas can be found on page 5. After conducting the introductory exercises, view the video *Sexual Harassment: Awareness, Perception, and Prevention* and then complete the discussions and exercises included in this guide book. The training session ends by discussing each vignette and how it applies to your organization. For your convenience, the vignettes are replayed again at the end of the video without the narrative. You may view each vignette separately before discussing the questions provided.

Consider opening your training session with the video ***You Need to Know... Sexual Harassment is Illegal***. This short training video provides an excellent foray into discussing sexual harassment in the workplace.

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1–4 WEEKS AHEAD

- Determine the date and select participants for training session.
- Send an e-mail, memo, or letter inviting your participants at least one to two weeks in advance (Sample memos, pages 6 and 7).
- Secure location for training session where a video can be viewed and heard easily, as well as having a relaxed, informal discussion environment. The location should have an adequate writing surface for taking notes and be accessible for participants with disabilities.

1 WEEK AHEAD

- Create an agenda for the video development program. Use one of the sample agendas provided on page 5 or customize one to fit your time, needs and participants.

1-2 DAYS AHEAD

- Test the VCR and monitor at your selected training session location. Make sure both are properly connected and that you understand how to control volume, tracking and color.
- Make copies of the worksheets and handouts available with this session, as well as the *Acknowledgement of Manager Sexual Harassment Training* certificate and the *Acknowledgement of Employee Sexual Harassment Training* certificate.

1 HOUR BEFORE

Do you have...?

- The Videotape: *Sexual Harassment: Awareness, Perception, and Prevention*?
Make sure it is re-wound.
- The video development program facilitator guide? ***Make sure you use the correct training exercise designed for your group.***
- Notepads and pencils for participants?
- Copies of this session's worksheets and handouts needed for participants, as well as copies of the appropriate acknowledgement of training certificate?
- Optional: Soft drinks, water or coffee?

DURING THE VIEWING OF THE VIDEOTAPE

- Make sure the volume is adjusted so everyone can easily hear.
- Make sure there is enough light available for note taking.

SUGGESTED AGENDAS

A Manager's Responsibility An Employee's Responsibility

The following agendas have been designed to help you administer a training session. You may follow these sessions as written, or tailor them to better suit your organization's needs. An agenda is provided for both a manager's training session and an employee's training session.

A Manager's Responsibility

	Approx. Time	Page
<i>Program Introduction</i>	10 minutes	8
<i>Video and Discussion</i>	30 minutes	10
<i>Defining Sexual Harassment</i>	15 minutes	11
<i>Defining Sexual Harassment Worksheet</i>	15 minutes	13
<i>Vignette Discussions</i>	60 minutes	15
<i>Recognizing Sexual Harassment</i>	20 minutes	26
<i>Writing Exercise</i>	15 minutes	28
<i>Fine Line Exercise</i>	15 minutes	29
<i>Protecting Yourself and Your Organization from Sexual Harassment Claims</i>	60 minutes	30
<i>Conclusion</i>	5 minutes	37

An Employee's Responsibility

	Approx. Time	Page
<i>Program Introduction</i>	10 minutes	9
<i>Video and Discussion</i>	30 minutes	10
<i>Defining Sexual Harassment</i>	15 minutes	11
<i>Defining Sexual Harassment Worksheet</i>	15 minutes	13
<i>Vignette Discussions</i>	60 minutes	15
<i>Recognizing Sexual Harassment</i>	20 minutes	26
<i>Writing Exercise</i>	15 minutes	28
<i>Fine Line Exercise</i>	15 minutes	29
<i>What Should You Do?</i>	40 minutes	40
<i>Conclusion</i>	5 minutes	42

This sample memo can be sent to participants at least one week before holding your video development program. Please feel free to modify it to meet your specific needs.

To: (participant name)

From: (your name)

Re: *Sexual Harassment: Awareness, Perception, and Prevention* training session

Recent Supreme Court decisions cite that having a sexual harassment policy in place is generally not enough to protect an organization from litigation. An organization must actively protect itself by communicating its zero-tolerance policies to employees, and by enforcing the policy when claims are made.

On (date), I will be holding a video development program to help familiarize you with our organization's sexual harassment policies. During this training session you will learn how to recognize, prevent and stop sexual harassment in the workplace.

Upon completion of this video development program, you will:

- Know that our organization does not tolerate any type of sexual harassment
- Recognize many different behaviors, words, or actions that could be considered sexual harassment
- Know how to educate your employees about sexual harassment
- Be familiar with our organization's sexual harassment policy
- Know how to use our organization's complaint procedure
- Know how to use our organization's investigation guidelines

Please mark your calendar to attend this important program. Call (number) to confirm your participation. I look forward to seeing you there.

This sample memo can be sent to participants at least one week before holding your video development program. Please feel free to modify it to meet your specific needs.

To: (participant name)

From: (your name)

Re: *Sexual Harassment: Awareness, Perception, and Prevention* training session

Our organization has a zero-tolerance policy toward sexual harassment in the workplace. Sexual harassment will not be tolerated in our organization, and we consider our employees the first line of defense against the occurrence of sexual harassment.

On (date), I will be holding a video development program to help familiarize you with our organization's sexual harassment policies. During this training session you will learn how to recognize, prevent and stop sexual harassment in the workplace.

Upon completion of this video development program, you will:

- Know and understand that sexual harassment is illegal
- Know that our organization does not tolerate any type of sexual harassment
Recognize many different behaviors, words, or actions that could be considered sexual harassment
- Know how handle sexual harassment when it occurs

Please mark your calendar to attend this important program. Call (number) to confirm your participation. I look forward to seeing you there.

Estimated Time: 10 Minutes

Trainer Instructions: Before beginning the video development program, introduce yourself to the group. Then ask each participant to make a personal introduction and to explain his or her job responsibilities. Once everyone has been introduced, provide an overview of the video development program objectives.

Program Introduction

Read or State in Your Own Words:

Sexual Harassment: Awareness, Perception, and Prevention is a video-based development program designed to train management how to recognize, prevent and report sexual harassment. The discussions and exercises included in this program are intended to familiarize you with the different types of sexual harassment that occur in a workplace, what your responsibilities are in preventing sexual harassment, and how to investigate and report sexual harassment complaints.

Upon completion of this video development program, you will:

- Know that our organization does not tolerate any type of sexual harassment
- Recognize many different behaviors, words, or actions that could be considered sexual harassment
- Know how to educate your employees about sexual harassment
- Be familiar with our organization's sexual harassment policy
- Know how to use our organization's complaint procedure
- Know how to use our organization's investigation guidelines

***P*ROGRAM INTRODUCTION** *An Employee's Responsibility*

Estimated Time: 10 Minutes

Trainer Instructions: Before beginning the video development program, introduce yourself to the group. Then ask each participant to make a personal introduction and to explain his or her job responsibilities. Once everyone has been introduced, provide an overview of the video development program objectives.

Program Introduction

Read or State in Your Own Words:

Sexual Harassment: Awareness, Perception, and Prevention is a video-based development program designed to train employees how to recognize, prevent and report sexual harassment. The discussions and exercises included in this program are intended to familiarize you with the different types of sexual harassment that occur in a workplace, how to handle sexual harassment situations, and how to report them.

Upon completion of this video development program, you will:

- Know and understand that sexual harassment is illegal
- Know that our organization does not tolerate any type of sexual harassment
- Recognize many different behaviors, words, or actions that could be considered sexual harassment
- Know how handle sexual harassment when it occurs

VIDEO AND DISCUSSION

*A Manager's Responsibility
An Employee's Responsibility*

Discussion Time: 10 minutes

Video Time: Approximately 21 minutes

Trainer's Instructions: Ask and discuss the pre-video questions to stimulate the group's thinking on sexual harassment; Show the video to the group.

Pre-Discussion Questions:

Do you feel that both women and men in our organization are exposed to behavior that could be considered sexual harassment? Explain your response.

What action or behavior do you believe makes up the majority of complaints in our organization? Why?

How could our organization more actively educate employees on our existing sexual harassment policy? Explain.

Would you feel comfortable complaining about sexual harassment? Why or why not?

Show Video

FYI

A SHRM SURVEY HAS FOUND THAT OF 1,214 SEXUAL HARASSMENT COMPLAINTS...

- 81% of sexual harassment complaints received involved females accusing males
- 7% received involved same-sex harassment complaints
- 4% involved males accusing females
- 51% involved an employee accusing a co-worker
- 24% involved an employee accusing a supervisor
- 48% of complaints were related to sexual jokes, remarks, and teasing

DEFINING SEXUAL HARASSMENT

A Manager's Responsibility An Employee's Responsibility

Estimated Time: 15 Minutes

Trainer's Instructions: Read through the information on this page as a group and discuss the follow-up questions.

Read or State in Your Own Words

There are two kinds of sexual harassment.

The first is "**quid pro quo**" harassment. Quid Pro Quo in layperson's terms means something for something. An employee who is threatened with a demotion (or promised a promotion) in exchange for "sexual favors" is one example of quid pro quo sexual harassment. This type of sexual harassment is usually perpetrated by a supervisor or other person in a position of authority.

Conduct that would be considered harassment consists of:

- unwelcome sexual advances
- requests for sexual favors
- verbal or physical conduct of a sexual nature, such as lewd comments or inappropriate touching

Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or as the basis for employment decisions affecting that individual.

Additional Information for Managers: Quid Pro Quo is about a disparity of power between two people, a supervisor/manager and a subordinate. So, it is particularly important that as a manager you become aware of all behaviors that could be considered sexual harassment and be aware of any personal behaviors or habits that could be perceived as harassment. Employees may perceive and believe that you hold power over them and therefore have to accept what happens in order to move forward in the organization.

DEFINING SEXUAL HARASSMENT

A Manager's Responsibility An Employee's Responsibility

The second type of sexual harassment is "**Hostile environment**" harassment. Harassers in this type of situation can be either superiors or coworkers. Hostile environment harassment exists when:

- a person is subjected to sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature
- the conduct was unwelcome
- the conduct was sufficiently severe or pervasive to alter the conditions of the victim's employment and create an abusive working environment.
- Such conduct unreasonably interferes with an individual's work performance or has the effect of creating an intimidating, hostile, or offensive working environment.

Discussion Questions: Read the questions appropriate for your training group and allow for discussion before reading the provided answers.

For Managers

Can people other than a supervisor, manager, or person holding a high position within an organization have power over an employee?

Yes. A customer may be perceived as someone who has power over an employee. Or how about a relative of a person who is higher within the organization — like the manager's nephew? It might be intimidating to offend or deny a customer or relative of the person who has influence over your career. A person with more seniority may also hold power over a peer. Can you think of more examples?

For Employees and Managers:

Which type of sexual harassment do you think is most common? Why?

Answers will vary.

Other than a direct supervisor or manager, who else might have power over an employee?

Possible answers: a customer, a coworker with more seniority, someone in the organization who is a close friend or relative of a person's manager.

If the "customer is always right," do they have the right to sexually intimidate an employee of an organization?

No. You have the right to work in a harassment-free environment. Your organization should respond to any complaint of a customer intimidating or threatening an employee.

Estimated Time: 15 Minutes

Trainer's Instructions: Duplicate and distribute the worksheet on the following page to all training session participants. Ask each participant to complete the worksheet, and discuss answers as a group. Trainer's answers are provided below.

Participant Instructions: Read through the following sexual harassment situations and identify them as either quid pro quo or hostile environment harassment. Be prepared to discuss your answers as a group.

1. Samuel is Melanie's manager. They are working together on a project and Samuel has asked Melanie to dinner to discuss their work. After dinner, he says, "Perhaps if we cooperate well on this project, I can make things easier for you at your next evaluation." His tone of voice insinuates what he means by "cooperate."

Answer: Quid Pro Quo

2. Julia heads the mail room at a large insurance company. She is in charge of many new hires who are anxious to move ahead in the company. She is overheard by an employee saying to another, "Andre, why don't we meet for drinks tonight to celebrate your new promotion. Andre is overheard responding, "Dating the boss does have its advantages."

Answer: Quid Pro Quo

3. Li does a lot of research on the Internet. Occasionally she finds funny jokes or photos, some of them off-color, that she likes to email to her coworkers. Most of her coworkers find these jokes a welcome break. John, however, finds them offensive and would like Li to stop sending them. When he asks her to stop, John is ridiculed by his coworkers for being a "Puritan."

Answer: Hostile Environment

4. Jamal works in a graphic arts department. He is the only man among many women. Every day the women in the office await the arrival of a very attractive delivery man. After he leaves, the women spend several minutes making suggestive remarks and jokes about the man's attractiveness. Jamal just rolls his eyes, but this daily ritual clearly makes him uncomfortable.

Answer: Hostile Environment

5. During a meeting with Carmelita, her boss says, "Why don't you wear shorter skirts like those women lawyers on TV. You're an attractive gal. I think if you showed your legs off a little, the customers would be happier and I'd be happier. A little dedication on your part could go a long way here."

Answer: Quid Pro Quo

Identifying Sexual Harassment Worksheet

Participant Instructions: Read through the following sexual harassment situations and identify them as either quid pro quo or hostile environment harassment. Be prepared to discuss your answers as a group.

1. Samuel is Melanie's manager. They are working together on a project and Samuel has asked Melanie to dinner to discuss their work. After dinner, he says, "Perhaps if we cooperate well on this project, I can make things easier for you at your next evaluation." His tone of voice insinuates what he means by "cooperate."
2. Julia heads the mail room at a large insurance company. She is in charge of many new hires who are anxious to move ahead in the company. She is overheard by an employee saying to another, "Andre, why don't we meet for drinks tonight to celebrate your new promotion. Andre is overheard responding, "Dating the boss does have its advantages."
3. Li does a lot of research on the Internet. Occasionally she finds funny jokes or photos, some of them off-color, that she likes to email to her coworkers. Most of her coworkers find these jokes a welcome break. John, however, finds them offensive and would like Li to stop sending them. When he asks her to stop, John is ridiculed by his coworkers for being a "Puritan."
4. Jamal works in a graphic arts department. He is the only man among many women. Every day the women in the office await the arrival of a very attractive delivery man. After he leaves, the women spend several minutes making suggestive remarks and jokes about the man's attractiveness. Jamal just roles his eyes, but this daily ritual clearly makes him uncomfortable.
5. During a meeting with Carmelita, her boss says, "Why don't you wear shorter skirts like those women lawyers on TV. You're an attractive gal. I think if you showed your legs off a little, the customers would be happier and I'd be happier. A little dedication on your part could go a long way here."

VIGNETTE DISCUSSIONS

A Manager's Responsibility An Employee's Responsibility

Estimated Time: 60 Minutes

Trainer Instructions: The following discussion questions apply to the sexual harassment vignettes featured in the video, ***Sexual Harassment: Awareness, Perception, and Prevention***.

Use the appropriate version of the video for your group and spend 5-10 minutes discussing each vignette shown in the video. Discussion questions and action points are listed below for both the Manager's version and the Employee's version.

For your convenience, the vignettes are replayed again at the end of the video without the narrative. You may want to view each vignette separately before discussing the questions provided.

VIGNETTE DISCUSSIONS

Vignette: Artistic Freedom

Discussion Questions

- Could this situation be considered hostile environment sexual harassment? Why or why not?
- As an employee, what should you do if you witness a similar situation?
- As a manager, if you had observed an inappropriate picture displayed in your office, what should you do?
- Have you ever been involved in a situation like this? And if so, what did you do?

An Employee's Responsibility

- Have nothing off-color or sexual in nature posted anywhere in an office environment, including a computer.
- Make the effort to notice what others perceive as unwelcome. Stop whatever action or behavior might be considered objectionable by others.

A Manager's Responsibility

- Have zero tolerance for anything of a sexual nature at work.
- If questionable, a picture, phrase or joke should be taken down immediately.
- If you ignore a sexual harassment situation in your work environment, you are, in essence, condoning the offensive behavior.

VIGNETTE DISCUSSIONS

Vignette: You Gotta Keep Trying

Discussion Questions

- In your opinion, how big a problem is female against male harassment?
- Why is it harder for people to believe a woman would harass a man as opposed to the other way around?
- Where would you draw the line between persistence and harassing behavior?
- As an employee, what should you do if you witness a similar situation?
- As a manager, what would you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- If you ask a coworker for a date and are told no, do not ask again repeatedly. Take no as no.
- No one should be made to feel uncomfortable at work. If your behavior is bothering someone else, stop that behavior. Likewise, if a coworker's behavior is bothering you, address the problem with your coworker or report it following your organization's complaint procedure.

A Manager's Responsibility

- Regardless of your personal feelings, whenever you receive any kind of complaint, act on it immediately.
- Follow your organization's specific guidelines for both investigating and evaluating a complaint.

VIGNETTE DISCUSSIONS

Vignette: The Jokes on You

Discussion Questions

- Should employees be allowed to send personal emails of any kind on company computers?
- Do you think this new communication tool is more abused than traditional forms of office communication, i.e. phones, bulletin boards, etc. Why or why not?
- What if everyone in the office finds a joke funny except one person. Is that person creating a problem where otherwise none exists?
- As an employee, what should you do if you witness a similar situation?
- As a manager, what would you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- Just because you don't mind a particular behavior, doesn't mean others won't. What isn't offensive to one, may be to another.
- What you intend by a statement or action is not what determines sexual harassment; the perception of the person receiving the statement or action is the determining factor. Be aware of others' reactions and feelings.

A Manager's Responsibility

- Jokes, cartoons, or email jokes that are sexual in nature, have no place in the workplace.
- Set an example from the top by not participating in this kind of activity, and by not allowing it by your employees.

VIGNETTE DISCUSSIONS

Vignette: The Legend

Discussion Questions

- Should we take it upon ourselves to make people feel better?
- Are hugs or other physical contact ever appropriate in the workplace?
- As an employee, how would you handle this situation?
- As a manager, what would you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- Each of us is responsible for acknowledging and responding to others wishes regarding physical contact.
- If someone indicates they are not comfortable with a hug or other physical contact, respect their wishes.

A Manager's Responsibility

- Whenever you talk to an employee about a complaint, never talk about whether the behavior is legal or illegal, guilty or innocent. The focus should always stay on whether the behavior is appropriate or not in the workplace.

VIGNETTE DISCUSSIONS

Vignette: Odd Man Out

Discussion Questions

- If you were to observe this, would you think the male manager thinks the female employee is more talented, or does he favor her because she's attractive?
- In this case, the ambiguousness of the relationship makes reacting to this situation difficult. It's natural to make friends with some co-workers and not others. What other situations can you think of that might lead to claims of favoritism (former college buddies, cousins, roommates, etc.)?
- As an employee, what should you do if you feel your manager or supervisor is unfairly favoring a coworker?
- As a manager, what would you do if an employee complained to you about this kind of favoritism?

An Employee's Responsibility

- If you feel there is favoritism in your department, discuss this with your manager. Your manager may not be aware how his or her actions are being perceived.
- Be aware of how your own office friendships may be perceived and how they may affect other coworkers.

A Manager's Responsibility

- Treat everyone you manage equally. Performance should be the only thing that's rewarded.
- Not dealing with perceptions of favoritism can have a drastic effect on employee morale and could lead to a sexual harassment claim.

VIGNETTE DISCUSSIONS

Vignette: The Contract

Discussion Questions

- For sales persons, social meetings and dinners are often required in the sales process. How might you avoid this kind of confrontation?
- How much should you have to “put up” from a customer?
- How do you think your boss would react if you were to make a complaint like this about a major client?
- As an employee, what should you do if you face a similar situation involving a client?
- As a manager, what would you do if this situation were reported to you?

An Employee’s Responsibility

- Sexual harassment is not allowed even in client to vendor relationships. The adage, “The Customer is Always Right” doesn’t apply in this situation.
- If a client pressures you sexually or makes you feel uncomfortable, seek assistance from your organization.

A Manager’s Responsibility

- You and your organization have a responsibility to make it clear to employees that inappropriate behavior from employees, supervisors or even customers won’t be tolerated.
- When it comes to harassment, the customer isn’t always right. You leave yourself legally at risk by not taking action in defense of your employees.

VIGNETTE DISCUSSIONS

Vignette: Twisted Words

Discussion Questions

- Do you think gender biases are alive and well in the workplace? If so, why do you think we persist in perpetuating these biases?
- The young man's comment is obviously out of line, but do you think there are natural gender characteristics that benefit one gender over another? If so, what are they?
- As an employee, how would you react if a coworker undermined your hard work by a careless gender-bias comment? What would you do?
- As a manager, what should you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- Do not make sexually suggestive comments, innuendos or gestures in the workplace.

A Manager's Responsibility

- Innuendos and suggestive comments are a big deal and could easily be part of what constitutes a hostile work environment for an employee.
- Do not make or allow any sexually suggestive comments, innuendoes or anything else of a sexual nature at work.

VIGNETTE DISCUSSIONS

Vignette: Equal Appreciation

Discussion Questions

- Did the young woman's style of clothing encourage this response from her coworkers? Does it justify their actions?
- If she welcomes the response from the young man, can she complain about the response from the woman?
- As an employee, what should you do if you witness a similar situation?
- As a manager, what would you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- Anything of a sexual nature is not appropriate in the work environment, even if its welcomed by the receiver.
- You have a responsibility to dress and act professionally — do not encourage sexual responses from others by your office behavior.

A Manager's Responsibility

- Because it is so difficult to predict when a suggestive behavior is welcome or not, if you see it, hear it, read it, or even hear about it, take action to stop it.

VIGNETTE DISCUSSIONS

Vignette: Everyone Loves a Compliment

Discussion Questions

- Where would you draw the line between compliment and sexual harassment?
- If the man meant no harm, how could the woman have explained politely that his comments were unwelcome?
- As an employee, what should you do if you witness a similar situation?
- As a manager, what should you do if you witnessed this happening in your workplace?

An Employee's Responsibility

- Giving compliments isn't generally sexual harassment, but remember, harassment is often a matter of perception. If the recipient of a comment feels uncomfortable, the action should stop.

A Manager's Responsibility

- Encourage your employees to speak up if something happens that makes them uncomfortable..
- Inform the other person of the complaint without assessing guilt or wrong-doing. Simply relay the information that his or her actions are being interpreted as inappropriate or are unwelcome.

VIGNETTE DISCUSSIONS

Vignette: Testing The Waters

Discussion Questions

- Is this a clear example of Quid Pro Quo harassment? Why or why not?
- How would you react if you were the employee? How would you react if you were the manager?
- Is it ever appropriate for a manager to reveal “feelings” to someone in the workplace over whom they have power?
- As an employee, what should you do if this happens to you?
- As a manager, what should you do if you find yourself in this situation?

An Employee’s Responsibility

- If you have any kind of authority over others in your workplace, you should be careful of how you interact with employees?
- Job-related results and performance are the only acceptable expectations.

A Manager’s Responsibility

- Crossing personal boundaries with an employee puts everyone at great risk — the employee the manager and the organization. Don’t make any personal advances toward your employees.

RECOGNIZING SEXUAL HARASSMENT

A Manager's Responsibility An Employee's Responsibility

Estimated Time: 20 minutes

Trainer's Instructions: Listed below are three categories of sexual harassment: verbal, physical, and gestures and other non-verbal harassment. After reading the introduction to the exercise, ask the group to brainstorm for examples of behaviors that fit each category. Write all ideas on a blackboard or easel. Use the ideas listed here to help stimulate and contribute to the group's examples.

Read or State in Your Own Words:

While quid pro quo and hostile environment are the two types of sexual harassment, both can be conducted in many different ways, including verbally, physically, or non-verbally. Non-verbal harassment includes inappropriate gestures such as movements of the body that express a sexually suggestive idea, opinion, or emotion. All actions are designed to *provoke a response or reaction from the receiver.*

Examples of Verbal Harassment

- Idle chatter of a sexual nature
- Graphic sexual descriptions
- Sexual slurs
- Sexual innuendos
- Comments about a person's clothing, body, and/or sexual activities
- Offensive jokes
- Sexual teasing
- Suggestive sounds such as whistling or cat-calls
- Provocative compliments about a person's clothes or the way their clothes fit
- Comments of a sexual nature about weight, body shape, size, or figure
- Comments or questions about the sensuality of a person, or his/her spouse or significant other
- Mimicking of a sexual nature about the way a person walks, talks, sits, etc
- Implied or overt threats for a sexual favor
- Repeated unsolicited propositions for dates and/or sexual intercourse

Examples of Physical Harassment

- patting
- pinching
- stroking
- brushing up against the body
- cornering a person
- invading another's "personal space"
- attempted or actual kissing or fondling
- physical assaults
- coerced sexual intercourse
- attempted rape or rape

R*ECOGNIZING *SEXUAL* *HARASSMENT

*A Manager's Responsibility
An Employee's Responsibility*

Examples of Other Non-Verbal Behavior Harassment

- leering
- ogling
- licking lips
- holding items provocatively
- eating food provocatively
- lewd hand language
- unwelcome, repetitive flirting

Trainer's Instructions:

Once your group has compiled a list of examples for each category, discuss the following questions together.

Do these behaviors, particularly verbal or gestures, have to be directed at an individual to constitute sexual harassment?

Is physical harassment necessarily worse than verbal harassment?

If you see, hear, or experience any of these examples, how could you let the other person know you'd like the behavior to stop?

WRITING EXERCISE

A Manager's Responsibility An Employee's Responsibility

Estimated Time: 15 minutes

Trainer's Instructions: Give each person a piece of paper and a pen. Ask participants to write a brief example of possible sexual harassment that he or she has experienced or witnessed. ***Emphasize that participants should not use actual names or describe events that will be recognizable to the group.***

Read or State in Your Own Words:

Take five minutes to write a brief example of possible sexual harassment you have experienced or witnessed. Consider these questions specifically: Do you think it was quid pro quo or hostile environment sexual harassment? Was it verbal, physical or non-verbal? How did you feel? What was your reaction? Were others affected and what was their reaction? What action did you take? What would you do differently now?

Do not use actual names or describe events that will be recognizable to others in the group.

After five minutes, ask participants to share their examples voluntarily. Encourage discussion based on the questions listed above. Conclude the exercise by reading the following:

Read or State in Your Own Words:

The goal of this brief writing exercise was to get you thinking. Most of us have witnessed behavior that could be considered sexual harassment in the workplace at one time or another — even if in its subtlest form. Sometimes what is often offensive to one person isn't to another. A fine line often separates fun in the workplace with harassment in the work place. Which is precisely why we need to educate ourselves to recognize all potential sexual harassment situations.

FINE LINE EXERCISE

A Manager's Responsibility An Employee's Responsibility

Estimated Time: 15 minutes

Trainer's Instructions: Duplicate and distribute copies of this worksheet to each participant. Ask each person to assign a number to each of the actions below that indicates his or her comfort level with the action.

Welcome Behavior			Unwelcome Behavior	
5	4	3	2	1
A. Repeated compliments			J. Backrub	
B. A kiss on the cheek			K. Close physical contact	
C. A peer dating your manager			L. A friendly pat on the behind	
D. A handshake			M. Flirtatious comment	
E. A hug			N. A pinch	
F. A suggestive joke			O. A co-worker asking for a date on more than one occasion	
G. A whistle			P. Suggestive pictures posted in cubical	
H. Personal questions about marital status			Q. Humorous cartoon with a sexual suggestion	
I. Personal questions about sexual preferences				

Trainer's Instructions:

When all participants are finished, ask them to share those situations that make them the most uncomfortable. List responses on a blackboard or easel for all to see. Do the same for situations participants were most comfortable with. As a group, discuss those situations that are not on either list. Discuss why these situations might be "Gray-areas" of sexual harassment. Discuss why some situations are uncomfortable for some participants, but not others.

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

Estimated Time: 60 minutes

Trainer's Instructions: Overview each of the sections that follow with the group. Allow time for discussion and questions.

Read or State in Your Own Words:

This next part of our training session concentrates on how to protect ourselves and our organization from a sexual harassment complaint, and how to handle one if it occurs. We will be covering five steps. They are:

1. The Steps You Need to Take to Protect Yourself
2. Know Your Organization's Sexual Harassment Policy
3. Educate Your Employees
4. Know and Use Your Organization's Complaint Procedure
5. Know and Use Your Organization's Investigation Guidelines

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

1. The Steps You Need to Take To Protect Yourself

Read or State in Your Own Words:

Generally speaking, employers and managers can successfully defend themselves against a sexual harassment complaint, by proving they took both of the following steps:

- Exercised reasonable care to prevent and promptly correct sexual harassment.
- Offered preventive or corrective opportunities of which the employee unreasonably failed to take advantage.

To accomplish both of these, employers and managers should, at a minimum:

- Distribute a sexual harassment policy that explains in easy-to-understand language the types of behavior that are prohibited.
- Distribute a complaint procedure that gives employees a choice of whom to report; this will allow employees to report harassment to someone they are comfortable talking to.
- Design the complaint procedure so it is easy for employees to use.
- Train all employees on what behavior they must avoid and how they should respond to inappropriate behavior from others.
- Educate all employees on their rights and responsibilities.
- Provide guidelines to managers showing how to conduct investigations that recognize the rights of all the parties involved.
- Take deliberate and decisive corrective action whenever a manager, employee, or someone else violates the sexual harassment policy.

Discuss as a Group:

How can we be sure we address all these issues all the time?

How can we strengthen what we are currently doing?

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

2. Know Your Organization's Sexual Harassment Policy

Read and Discuss:

Organizations leave themselves legally vulnerable if they do not have a sexual harassment policy. But as we've said, just having a policy is not enough. For our policy to have any legal value, we must all know it, understand it, and make sure all of our employees have read, heard and understand it.

Distribute a copy of your organization's sexual harassment policy. Read as a group.

Read and Discuss:

Many organizations distribute their sexual harassment policy annually or biannually, and require employees to sign an affidavit that they have read and understand the organization's policy against sexual harassment.

What other ways can we distribute this information so all employees understand expectations?

Write all ideas on a blackboard or easel. Suggestions include:

- Post in office
- Post on bulletin boards
- Show the video, "You Need to Know, Sexual Harassment is Illegal" at employee meetings
- Display in cafeteria or breakroom
- Periodic reviews at staff meetings
- Repeat this training session to employees

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

3. Educate Your Employees

Read or State in Your Own Words:

In addition to posting policies, education should include practical and subtle examples of inappropriate behavior. Employees may not understand the legal issues related to sexual harassment but everyone can understand that sexually suggestive behavior is not acceptable in the work place.

Focus on communicating what behavior all employees must avoid. When acceptable and unacceptable behavior is defined, employees will more likely avoid questionable behavior.

Additionally, it is your obligation to empower your employees to:

- Confront their harassers directly
- Use your organization's complaint procedure

Most employees just want unacceptable behavior to stop. They usually only file claims when they feel they cannot handle the matter on their own. If you empower your employees to confront harassers and/or submit complaints within your organization, most situations can be successfully resolved outside of court. It's important to educate your employees that they will not be retaliated against for asking that the person's behavior stop or for filing a complaint.

Ask and Discuss:

Why do you think employees won't speak up about sexual harassment?

Most Likely Reasons

- Fears retaliation by manager
- Fears a loss of job opportunities
- Fears management and coworkers will view him or her as oversensitive or as a troublemaker
- Fears rejection by peers
- Fears not being believed
- Fears being embarrassed

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

4. Know and Use Your Organization's Complaint Procedure

Read or State in Your Own Words:

A sexual harassment policy is important, however you must also establish, communicate, and encourage employees to use your organization's complaint procedure whenever they believe harassment has occurred.

Trainer's Instructions: Distribute a copy of your company's complaint procedure to all participants. Discuss the document as a group and address any comments or questions. Read through the following statements listed below, which describe the components of a good complaint procedure, and discuss how your organization's procedure addresses each of these points. Ask someone in the group to take notes on the group's discussion/suggestions.

Read and Discuss:

A good complaint procedure allows an employee to communicate with someone other than his or her immediate supervisor. Employees may feel more comfortable discussing the issue with someone of the same sex – make sure that both male and female managers, designated individuals, or human resource professionals are available.

The more people available to hear an employee's complaint, the more likely employees will use the complaint procedure. If an employee fails to use an accessible procedure, you can legally establish that the employee failed to take advantage of assistance made available.

A good complaint procedure allows employees to file a complaint either verbally or in writing.

Employers cannot legally ignore a complaint submitted verbally, even if the complaint procedure asks for it in writing. Employers can be held liable if they receive any kind of notice.

A good complaint procedure should give employees absolute assurance against retaliation.

The number one reason employees don't report sexual harassment in the earliest of stages where an amicable resolution is most possible is fear of retaliation.

A good complaint procedure discusses the issue of confidentiality.

You can never promise complete confidentiality because you have a responsibility to the employee, yourself, and the organization to investigate. You can commit to only communicating or disclosing information to people having a real need to know. This is generally limited to those who have direct knowledge of the complaint or a defense to the complaint.

***P*ROTECTING YOURSELF AND YOUR ORGANIZATION FROM SEXUAL HARASSMENT CLAIMS**

A Manager's Responsibility

Read and Discuss:

When You Receive a Complaint From an Employee

- Act Immediately. Don't ignore the situation and hope it will go away.
- Show the employee that you take his or her complaint seriously.
- Investigate promptly.
- Interview the employee, then the accused, then others (witnesses or people who have heard things).
- Document in writing everything you are told.
- Evaluate all the evidence. This may include documents, e-mail and handwritten notes.

Role Play Exercise

Trainer's Instructions: Divide the group into pairs and read each role description to the group. Ask pairs to take turns playing each role. The purpose is to become comfortable taking a complaint from an employee and acting on it appropriately.

Manager: You manage a mid-size financial services office. An employee comes to you and claims that her direct supervisor refuses to promote her or increase her pay. She claims that in spite of continuing her education and previous good reviews, she feels she has come to a dead-end. She reveals that earlier in the year her supervisor had asked her out on a few dates. She declined. Since then, she feels her supervisor has treated her unfairly in response to not becoming personally involved.

Remember: *Take the complaint; Ask for details and examples; Let the employee know you will take the complaint seriously; Describe what steps will be taken; Assure him or her that no retaliation against the complaint will be allowed.*

Employee: You are an accountant in a mid-sized financial services office. Even though you completed your CPA six months ago, your direct supervisor has refused to promote you or increase your pay. Earlier in the year your supervisor asked you out on a few dates. You declined. Since then, your supervisor's behavior has changed toward you. You feel he is retaliating against you because of your rejection of his offer to date.

5. Know and Use Your Organization's Investigation Guidelines

Read or State in Your Own Words:

The investigation of complaints must be treated with dignity and respect, and all claims should be taken seriously. But remember, not all claims are true. Misstated or untruthful allegations can destroy careers and credibility. That's why it so important to follow your organization's investigatory guidelines every time you receive a complaint.

Trainer's Instructions: Distribute a copy of your organization's investigatory guidelines to each participant. After everyone's had a chance to read through the guidelines, ask and discuss the following questions:

What should you do if you feel you have a conflict of interest related to an employee's complaint? Can you investigate fairly?

What if you do not feel competent or capable of investigating a complaint?

How do you keep an investigation private?

Read or State in Your Own Words:

If after your investigation, you find the accused has committed an act of sexual harassment, you must carefully word your response. Avoid labeling your conclusion as being guilty of sexual harassment. Instead, focus on the inappropriate behavior without putting a legal label on it. **You do not want to substantiate that a certain behavior is 'illegal' if down the road an employee makes a claim against your organization.** You do want to clearly establish that you and your organization were responsible to the complaint, investigated, and took immediate action to correct and stop the inappropriate behavior from occurring again.

Ask and Discuss

How do you determine what discipline is appropriate?

Read or State in Your Own Words:

Whenever you conclude that a complaint is valid, you must take prompt and appropriate corrective actions to prevent this type of behavior from occurring again. The degree of discipline should correspond to the severity of the inappropriate behavior as well as the status of the individual involved. Discipline can range from a verbal warning to termination.

After you've disciplined an employee for inappropriate behavior, you must document your actions. Carefully write down details concerning every action you took during the complaint and investigation. If a complaint was found valid, document the corrective actions that were taken. After you have dealt with the accused, you need to let the complainant know what steps you took. Assure him or her that no retaliation will be tolerated.

Managers are the Key to Preventing Sexual Harassment Claims

Read or State in Your Own Words:

Managers and supervisors are the key to preventing harassment by understanding their legal obligations. These obligations include:

- Refrain from engaging in quid pro quo or hostile work environment harassment.
- Understand that one's authority does affect how his or her actions, words, and behaviors may be perceived by others.
- Respond to and appropriately address any sexually suggestive behavior in the workplace, even when no one complains.
- Respond to any complaints of harassment.
- Report any complaints of sexual harassment to the appropriate persons even when an employee asks for no action to be taken.
- Do not retaliate or allow any other employee to retaliate against an employee who has made a complaint.

Remember, the law sees no difference between a supervisor who engages in harassing behavior and one who witnesses the behavior and fails to act.

Ask and Discuss:

What other obligations do you feel a manager has in preventing harassment?

What are some ways you can remedy inappropriate behavior?

What do you feel is the most difficult factor in preventing sexual harassment in the workplace?

Important note: Conclude your training session by having each participant sign a copy of the Acknowledgment of Manager Sexual Harassment Training provided at the end of this guide. Keep a file on record in case it is necessary to establish that training occurred.

MANAGER'S ACTION PLAN

HAVE ZERO TOLERANCE

As managers and supervisors, we have a responsibility to prevent sexual harassment in the workplace. If you ignore behaviors and actions that could be considered sexual harassment, you are in effect condoning offensive conduct. When a supervisor or manager is aware of offensive conduct and fails to act or investigate, our organization, as well as the manager, may be held liable in a court of law. The bottom line? When you see or hear of any behavior that could be considered sexual harassment, you are responsible for getting rid of it. Zero tolerance.

SET A GOOD EXAMPLE

As a business leader it is your responsibility to set the standard by not engaging in any sexually suggestive behavior. Employees look to leadership to let them know what is and is not acceptable in the workplace and have little tolerance for 'do what I say, not what I do.'

HEAR, HANDLE AND INVESTIGATE ALL COMPLAINTS

Failing to respond appropriately to a sexual harassment complaint could cost you and our organization dearly. It has been shown that those organizations most successful at reducing or eliminating sexual harassment in the work place frequently communicate guidelines for submitting a complaint to all employees. These organizations also respond in a timely manner to each complaint, investigate, and create solutions for resolving or eliminating offensive conduct.

KEEP HARASSMENT CLAIMS CONFIDENTIAL

During a sexual harassment investigation, discuss the situation only with people who have an absolute need to know.

EDUCATE YOUR EMPLOYEES

Using case studies, videos, and role plays can help promote discussions and understanding. You can use these tools to help you communicate and clarify expectations of appropriate and inappropriate behavior, policies and guidelines. These tools can also help encourage employees to step forward when sexual harassment occurs and allow the organization to eliminate unlawful behavior in the workplace.

EDUCATING EMPLOYEES AGAIN

Educating an employee once is not enough. Regardless of who the employee is within an organization, restating our organizational expectations, policies, and guidelines is recommended at least once a year.

By leading with the right example, and by communicating and enforcing our policies and guidelines, along with conducting effective and frequent training, our organization can become significantly closer to being a sexual harassment-free workplace.

ADDENDUM

EEOC GUIDELINES ON DISCRIMINATION BECAUSE OF SEX

The Equal Employment Opportunity Commission's Guidelines on Discrimination Because of Sex contain guidelines that deal specifically with sexual harassment.

The Guidelines read as follows: Harassment on the basis of sex is a violation of § 703 of Title VII. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (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 individuals' work performance or creating an intimidating, hostile or offensive work environment.

In determining whether alleged conduct constitutes sexual harassment, the Commission will look at the record as a whole and at the totality of the circumstances, such as the nature of the sexual advances and the context in which the alleged incident has occurred. The determination of the legality of a particular action will be made from the facts, on a case-by-case basis.

Applying general Title VII principles, an employer, employment agency, joint apprenticeship, committee or labor organization (hereinafter collectively referred to as "employer") is responsible for its acts and those of its agents and supervisory employees with respect to sexual harassment regardless of whether the specific acts complained of were authorized or even forbidden by the employer and regardless of whether the employer knew or should have known of their occurrence. The Commission will examine the circumstances of the particular employment relationship and the job functions performed by the individual in determining whether an individual acts in either a supervisor or agency capacity.

With respect to conduct between the fellow employees, an employer is responsible for acts of sexual harassment in the workplace where the employer, its agents or supervisory employees, knows or should have known of the conduct, unless it can show that it took immediate and appropriate corrective action.

An employer may also be responsible for the acts of non-employees, with respect to sexual harassment of employees in the workplace, where the employer, its agents or supervisory employees, knows or should have known of the conduct and fails to take immediate and appropriate corrective action. In reviewing these cases, the commission will consider the extent of the employer's control and any other legal responsibility, which the employer may have with respect to the conduct of such non-employees.

Prevention is the best tool for the elimination of sexual harassment. An employer should take all steps necessary to prevent sexual harassment from occurring, such as affirmatively raising the subject, expressing the strongest disapproval, developing appropriate sanctions, informing employees of their rights to raise and how to raise the issue of harassment under Title VII, and developing methods to sensitize all concerned.

Other Related Principles: [Superseded by the EEOC Policy Guidance on Employer Liability for Sexual Favoritism].

Estimated Time: 40 minutes

Trainer's Instructions: Read through the information on this page with the group. Ask and discuss the questions that follow.

What To Do If You Are Harassed

Read or State In Your Own Words:

Now that you have a better idea of what sexual harassment is, and how to identify it, your next question is probably "What do I do if I witness or am a victim of sexual harassment?" If you think you are being harassed, you should:

- Consider confronting the alleged harasser directly. Tell the alleged harasser that you find his or her conduct offensive. State the specific behavior and ask for it to stop.
- If the behavior does not stop, or you feel uncomfortable confronting the alleged harasser yourself, follow your organization's complaint procedure. If you do not recall the specifics of the complaint procedure, discuss the matter with your supervisor, human resources staff, or another person in a management role.
- Make note of the behaviors, actions, or words that you believe were sexually suggestive or intimidating to you so that you can clearly state your concerns according to your organization's complaint procedures. Be prepared to state specifically of what behavior you are speaking.

Trainer's Instructions: Distribute copies of your organization's complaint procedure to each participant. Allow each person to read through the procedure. Allow time for discussion and questions.

Our organization **does not** expect you to:

- Handle a situation on your own.
- Blame yourself for the inappropriate behaviors of others
- Ignore sexually suggestive behavior until you reach your limit. Instead, act when the problem first begins.
- Engage in any sexually suggestive or offensive conduct.

WHAT SHOULD YOU DO?

Ask and Discuss:

What if the person who is bothering me is my supervisor?

If your supervisor is the person you are accusing of harassment, then report the complaint to the next person up the chain of command, to another manager, a human resource professional, or to designated individuals within your company. in the organization with whom you feel comfortable speaking.

What if the person I accused of sexual harassment tries to retaliate against me?

Retaliation against a complaint is strictly forbidden by our sexual harassment policy. If you feel you are being retaliated against, report this to your supervisor or other manager. Steps will be taken to remedy the situation.

Role Play

Trainer's Instructions: Divide the group into pairs and read each role description to the group. Ask pairs to take turns playing each role. The purpose is to become comfortable reporting a sexual harassment situation to a manager.

Manager: You manage a medical research laboratory. An employee comes to you and claims that his working environment has become unbearable because a coworker constantly makes lewd comments and tells offensive jokes. The employee claims he has confronted the coworker and asked that the behavior stop, but the coworker has ignored these requests.

Employee: You work in a medical research laboratory. You like your work, but one coworker makes working in the laboratory unpleasant. Although you have asked this person to stop, the coworker continues to make lewd comments and tell offensive jokes in your presence. You have finally had enough of this behavior and are reporting the situation to your manager.

Read or State in Your Own Words:

Employees are our organization's first line of defense against sexual harassment. We need you to recognize sexual harassment when it occurs, do what you can to prevent sexual harassment, and know how to handle it if it occurs.

By completing this training session we hope you are:

- Familiar with our organization's sexual harassment policy
- Able to recognize sexual harassment
- Able to identify the different types of sexual harassment
- Comfortable reporting sexual harassment if it occurs, and know who to report to.

Remember, sexual harassment is illegal and we are all responsible for ending sexual harassment in the workplace.

Important note: Conclude your training session by having each participant sign a copy of the Acknowledgment of Employee Sexual Harassment Training provided at the end of this guide. Keep a file on record in case it is necessary to establish that training occurred.

Acknowledgment of Manager Sexual Harassment Training

On, _____ I, _____ participated in a
(date) (name)
training program on sexual harassment. I understand the following:

I have the responsibility to not engage in any behavior that is sexually suggestive or could be considered sexual harassment.

- Agree
- Disagree

All employees have the right to work in an environment that is free from all forms of harassment including sexual harassment.

- Agree
- Disagree

I am expected to engage in the process of preventing and correcting sexual harassment by:

- Having zero-tolerance for sexually suggestive behaviors, actions, or words.
- Accepting and investigating all complaints received.
- Taking the appropriate action to discipline employees who engage in any kind of behavior that could be considered sexual harassment.

- Agree
- Disagree

If I feel that I am personally being harassed:

- I have the right to tell the harasser to stop.
- I have the right to submit a complaint.
- I have the responsibility to allow my employer to offer assistance by submitting a complaint.

- Agree
- Disagree

I have also read and understand the following documents and clearly understand what is expected of me (*Check the documents that you have read and understand*):

- My organization's sexual harassment policy and procedures
- My organization's complaint procedure
- My organization's investigation guidelines

(Print Name)

(Sign Name)

Thank you for your time and attention during this important training session. We all play an important role in creating and maintaining a workplace free from harassment and discrimination.

Acknowledgment of Employee Sexual Harassment Training

On, _____ I, _____ participated in a training program on sexual harassment. I understand the following:

(date) *(name)*

I am expected to not engage in any behavior that is sexually suggestive or could be considered sexual harassment.

- Agree
- Disagree

I have the right to work in an environment that is free from sexual harassment.

- Agree
- Disagree

If I feel that I am personally being harassed:

- I have the right to tell the harasser to stop.
- I have the right to submit a complaint.
- I have the responsibility to allow my employer to offer assistance by submitting a complaint.

- Agree
- Disagree

I have also read and understand the following documents and clearly understand what is expected of me

(Check the documents that you have read and understand):

- My organization's sexual harassment policy.
- My organization's complaint compliance procedure.
- _____

(Print Name)

(Sign Name)

Thank you for your time and attention during this important training session. We all play an important role in creating and maintaining a workplace free from harassment and discrimination.