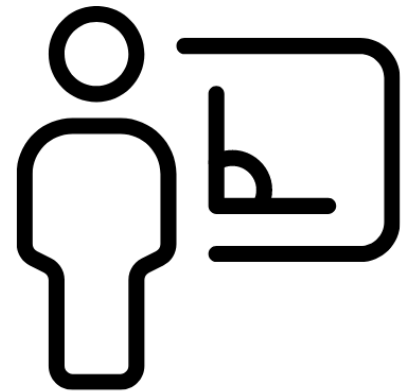


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Being brilliant is no great feat if you respect nothing.

Goethe

Module Two: What Is Workplace Harassment?



Allowing workplace harassment to continue will cause legal problems while destroying company morale. Many people are uncertain about what constitutes harassment, and they are confused when their actions are pointed out as demeaning. Legally, harassment is any word, gesture, or action that offends people or makes them feel uncomfortable or intimidated. You never know how sensitive people are, so never say or do anything if you are not sure how it will be received.

How to Identify



The rights of all citizens are legally protected, regardless of sex, age, health, ancestry, religion, sexual orientation, or beliefs. Harassment occurs when someone from a one group feels discriminated against by another. Be careful, and remember that you never know what people are feeling or thinking; it is possible to accidentally offend those who work with you.

- **Physical Harassment:** This includes gestures, actions, and contact that can be sexual or threatening. Even well-meant gestures, like a hug, constitute harassment if they make a person uncomfortable. Do not touch people at work or invade their personal space.
- **Emotional Harassment:** Threats, comments, degrading tones, and jokes are all considered harassment. Avoid volatile subjects, and consider the ramifications of your jokes.

Estimated Time	10 minutes
Topic Objective	Introduce business workplace harassment and what it is.
Topic Summary	How to identify This exercise gives participants the opportunity to consider what constitutes

	harassment.
Materials Required	Worksheet 1: What is Harassment?
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Break into small groups and discuss your answers. Reunite with the class and review the topic.
Stories to Share	Explain that everyone can be harassed, and harassment is not a thing of the past. Provide a personal story. Or view one of the videos found at the following link: https://www.pbs.org/search/?q=harassment
Delivery Tips	Skip the large group conversation or the small group discussion if you need more time.
Review Questions	What is harassment?

Costs to Your Business



Harassment costs businesses millions every year. Many laws allow people to sue their companies for workplace harassment. Failing to protect employees can result in a high price to pay. Not only are there litigation fees, but psychological ramifications cost businesses as well. The cost to your business is not always monetary, it could cost the company its reputation, which could in turn result in a loss of customers, valuable employees, and prospective new hires.

Estimated Time	10 minutes
Topic Objective	To discuss the cost of a bad reputation
Topic Summary	Cost to Your Business
Materials Required	Flipchart, markers
Planning Checklist	None
Recommended Activity	Discuss as a group, the ways a company's reputation could suffer Write ideas on flipchart

Stories to Share	“Character is like a tree and reputation like its shadow. The shadow is what we think of it; the tree is the real thing.” – Abraham Lincoln
Delivery Tips	Group discussion, or participants can work in pairs or small groups and share their ideas with the larger group
Review Questions	Discuss Lincoln’s quote

The Legal Side of Harassment



Legal fees can be a costly factor for any business facing harassment charges. Companies are responsible for protecting their employees from any manager, co-worker, vendor, or client who elicits “this for that”. *Quid pro quo* means that sexual favors are exchanged for jobs, promotions, or raises. Businesses are also responsible if they are known to promote a hostile work environment; allowing harassment to occur and doing nothing to prevent it. In a legal battle, employers must prove that they used "reasonable care" to prevent and address harassment issues.

Estimated Time	10 minutes
Topic Objective	To discuss the legal issues of harassment
Topic Summary	The Legal side of Harassment
Materials Required	Flipchart, markers
Planning Checklist	None
Recommended Activity	Discuss examples of quid pro quo, or other types of harassment and the cost to a company and its employees.
Stories to Share	“Quid quo pro - you can’t get something from nothing .” — Carlous Ruiz Zafon
Delivery Tips	Participants can work in pairs, or small groups, or work together as a large group and brainstorm examples of a company’s legal responsibilities.
Review Questions	Discuss Zafon’s quote

Psychological



Harassment and bullying take a psychological toll on everyone in the workplace. A survey from the American Psychological Association revealed that 74 percent of Americans believe that work causes most of their stress. The stress from harassment can lead to physical symptoms such as headaches, fatigue, and sleeplessness. Harassment, particularly sexual harassment, is linked to post traumatic stress disorder. Companies lose money in sick days, poor commitment, low productivity, and turnover, when workplace harassment is not prevented and addressed immediately.

Estimated Time	10 minutes
Topic Objective	Outline the many ways that harassment costs companies.
Topic Summary	Cost to Your Business Reinforce the cost of harassment.
Materials Required	Worksheet 2: Costs
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Break into small groups and compare your answers. Discuss the topic as a class.
Stories to Share	Share information about a recent harassment lawsuit such as the one against the city of Dallas that cost \$1.4 million. http://www.illinoissexualharassmentattorneyblog.com/2010/10/cost_of_defending_a_sexual_har.html
Delivery Tips	Read aloud the case and ask for feedback from the whole group.
Review Questions	What are the psychological costs of harassment?

Practical Illustration



Jane had the job of overseeing harassment cases within the paper distribution company she worked for. One day, there was a case between two people, Delia and Kree over a comment that was made. Kree said that she felt offended by the comment, but Delia said that she meant no harm by it. When someone makes a case for harassment, it could cost the business a lot of money, plus it could add to the overall stress levels of the other employees within the company, and that, in and of itself, could contribute to psychological

harm. Jane wanted to avoid all of these complications, so she tried to resolve the conflict by talking it out. Kree accepted an apology, and the matter was settled.

Module Two: Review Questions

1.) Is it possible to offend someone accidentally?

- a) Yes
- b) No

Many people are uncertain about what constitutes harassment, and they are confused when their actions are pointed out as demeaning.

2.) Harassment can only cost businesses money?

- a) False
- b) True

The cost to your business is not always monetary, it could cost the company its reputation, which could in turn result in a loss of customers, valuable employees, and prospective new hires.

3.) Which is a negative result of harassment?

- a) Monetary loss
- b) Legal trouble
- c) Psychological damage
- d) All of the above

All of the above mentioned are negative effects of harassment in the workplace.

4.) Stress from harassment can cause what to happen?

- a) Sick day usage going up
- b) Lower productivity
- c) Employee turnover
- d) All of the above

The stress from harassment can lead to physical symptoms such as headaches, fatigue, and sleeplessness. Harassment, particularly sexual harassment, is linked to post traumatic stress disorder.

5.) Allowing workplace harassment to continue will cause legal problems while destroying company _____.

- a) Profits
- b) **Morale**
- c) A and B
- d) Neither A nor B

Allowing workplace harassment to continue will cause legal problems while destroying company morale.

6.) _____ are/is any word, gesture, or action that offends people or makes them feel uncomfortable or intimidated.

- a) Jokes
- b) **Harassment**
- c) Quid pro quo
- d) All of the above

Legally, harassment is any word, gesture, or action that offends people or makes them feel uncomfortable or intimidated.

7.) The rights of all citizens are legally protected.

- a) **True**
- b) False

The rights of all citizens are legally protected, regardless of sex, age, health, ancestry, religion, sexual orientation, or beliefs

8.) Many laws allow people to _____ their companies for workplace harassment.

- a) Suite
- b) Suit
- c) **Sue**
- d) Subpoena

Many laws allow people to sue their companies for workplace harassment.

9.) A survey from the American Psychological Association revealed that _____ percent of Americans believe that work causes most of their stress.

- a) 100
- b) 24
- c) 50
- d) 74

A survey from the American Psychological Association revealed that 74 percent of Americans believe that work causes most of their stress.

10.) Companies lose money in _____.

- a) Sick days
- b) Low productivity
- c) Employee turnover
- d) All of the above

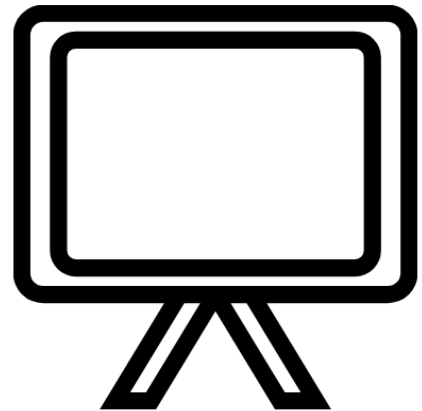
Companies lose money in sick days, poor commitment, low productivity, and turnover, when workplace harassment is not prevented and addressed immediately.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

What Is Workplace Harassment?

Legally, harassment is any word, gesture, or action that offends people or makes them feel uncomfortable or intimidated.



How to Identify



Costs to Your Business

Many laws allow people to sue their companies for workplace harassment.





The Legal Side of Harassment

In a legal battle, employers must prove that they used "reasonable care" to prevent and address harassment issues.

Psychological

The stress from harassment can lead to physical symptoms such as headaches, fatigue, and sleeplessness.



Practical Illustration



- How to Identify
- Costs to Your Business
- The Legal Side of Harassment
- Psychological

Module Two: Review Questions

1. Is it possible to offend someone accidentally?

A. Yes

B. No

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Workplace Violence Quick Reference Sheet



How to Identify

The rights of all citizens are legally protected, regardless of sex, age, health, ancestry, religion, sexual orientation, or beliefs. Harassment occurs when someone from a one group feels discriminated against by another. Be careful, and remember that you never know what people are feeling or thinking; it is possible to accidentally offend those who work with you.



Physical Harassment: This includes gestures, actions, and contact that can be sexual or threatening. Even well-meant gestures, like a hug, constitute harassment if they make a person uncomfortable. Do not touch people at work or invade their personal space.

Emotional Harassment: Threats, comments, degrading tones, and jokes are all considered harassment. Avoid volatile subjects, and consider the ramifications of your jokes.

Types of Behavior

There are several different behaviors that can lead to violence if left to escalate. It is the responsibility of every manager to know employees and how they behave in order to identify possible problems. Customers and vendors can also be the cause of workplace violence.

Behavior Problems:

- **Acting Out:** Employees express anger in inappropriate ways such as yelling, slamming, etc.
- **Irresponsible Behavior:** Employees do not take responsibility for their actions.
- **Selfish Behavior:** Employees do not care how their actions affect those around them.
- **Mixed Behavior:** Employees verbally agree to follow rules, but do not.
- **Rigid Behavior:** Employees are unwilling to try new things and take direction.
- **Avoidance:** Employees lie, drink, or take drugs.
- **Extreme Behavior:** Employees completely alter the way they act.
- **Odd Behavior:** Employees have poor social skills or obsess about ideas or people.

Tactical Options

Occasionally, it is not possible to defuse a dangerous situation. This requires employees to use different tactical options in order to stay safe. They should be trained to recognize when a person is unstable and possibly dangerous. Employees should disengage from the situation before it escalates. Employers can improve safety by installing security and training employees.

Tactical Options

- Appease the individual.
- Call the police.
- Plan an escape.



Informal Complaint Process

Employees are allowed to choose the complaint process that they want to handle the harassment with. There are several basic informal complaints processes.

- **Direct Process:** Also called, self-help, this occurs when the individual confronts the harasser and asks them to stop. This will also work if the offended party sends an anonymous note.
- **Indirect Process:** A manager can reiterate the harassment policy in a group with the offensive individual.
- **Employee Assistance:** Many companies choose employee counseling services that advise employees in HR matters. The calls are kept confidential.
- **Third Party:** An ombudsman works with the harassed employee to find a suitable solution.

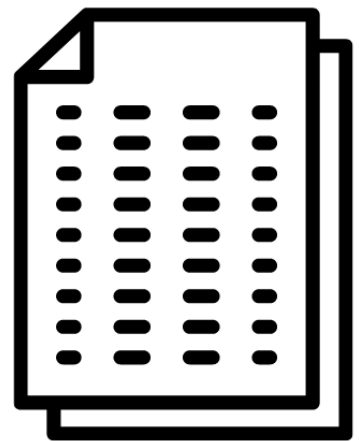
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

What is Harassment?

Read the following situations carefully. Which ones do you think qualify as harassment?

- A manager tells an employee that she should wear skirts more often. Y N
- A co-worker tells a blonde joke in the office. Y N
- Two friends work together and go out for drinks after work. Y N
- Someone makes a comment stereotyping gay people. Y N
- Someone makes a positive stereotype about a colleague's culture. Y N
- A co-worker speculates about what you did on your date. Y N
- The section manager promotes a woman he has an affair with. Y N
- People make fat jokes in the office. Y N
- A manager compares the appearance of one employee to another. Y N

Sample Worksheet 2

Costs

A company does not provide harassment training. A section has 7 female employees and 8 male employees. One of the men makes constant sexist remarks and the women feel harassed. After three months, the women begin looking for other jobs. Calculate the turnover costs at a conservative 80 percent of the hourly salaries and 110 percent of the skilled labor salaries.

- Hourly at \$15,000 a year _____
 - Hourly at \$21,000 a year _____
 - Skilled at \$32,000 a year _____
 - Hourly at \$17,500 a year _____
 - Skilled at \$35,000 a year _____
 - Skilled at \$27,000 a year _____
 - Skilled at \$34,500 a year _____
- Total:** _____

Icebreaker: Team Trinkets

PURPOSE

Workplace Violence can be a difficult topic, so it is important that participants are as comfortable as possible. This activity will help participants get to know each other while doing a non-conflict laden task.

MATERIALS REQUIRED

- Paper plates
- String
- Single hole punch
- Flip chart or banner paper
- Legal-sized paper (or blank name tents)
- Colored markers
- Craft supplies (scissors, glue, sparkles, yarn, etc.)

ACTIVITY

Ask participants to number off to create groups of six to eight. Their task is to come up with a team name and slogan, preferably based on something that they all have in common. They should then create two of the following items:

1. Name cards for each participant
2. Team sign
3. Team hats
4. Team work area
5. Team song

Give participants about ten minutes for this task.

PRESENTATIONS

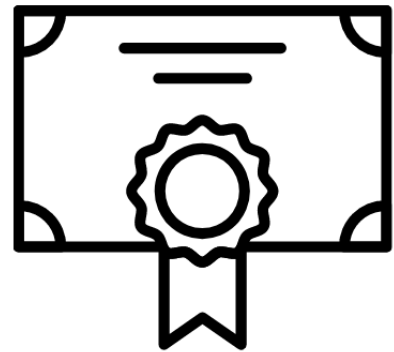
After all groups have completed the task, ask each group to present their team name, slogan, and items, and to explain how they arrived at a decision for each. Ask participants if conflicts arose over choices, and how those conflicts were managed.

Encourage groups to work together throughout the day and strengthen their bond.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Workplace Violence*

Awarded this _____ day of _____, 20____

Presenter Name and Title
