

OTHER HARASSMENT ACTION CHECKLIST

- Confront employees who make any derogatory comments relating to race, ethnicity, age, etc. *Remember:* Silence is often misconstrued as agreement.

- Set a good example for your subordinates by refusing to be a party to derogatory remarks or inappropriate behavior, conveying the message that members of protected classes are skilled and competent, and including members of diverse groups in formal and informal networking channels.

- Behavior doesn't necessarily have to be blatant to be harassing. Be on the lookout for more subtle forms of harassment, such as inappropriate humor, exclusion from group activities, ignoring members of protected classes, etc.

- Take steps to ensure that your subordinates are familiar with your company's policies regarding harassment, and know that those policies extend to non-sexual harassment as well.

- Keep your department as low-key and protected from philosophical debates as possible. If employees want to go head-to-head over such hot topics as politics and religion, let them do it on their own time.

- Don't accept arguments about past abuses as a defense for harassing behavior. For example, if a black employee is charged with reverse harassment, it's not an acceptable excuse to be "turning the tables."

- Encourage employees to come to you with any complaints of discriminatory behavior or comments. Take all complaints seriously, and investigate fully and promptly.

- When an investigation into a harassment complaint reveals the allegation to be true, discipline the offender according to company policy. Keep in mind, however, that certain actions may be severe enough to warrant immediate termination, or at least suspension. By putting your foot down and taking prompt remedial action, you'll show all your workers that you're dedicated to providing a professional workplace atmosphere.



Finally, don't overlook the value of counseling as a means to putting a stop to harassment. Although you may not be able to change individuals' personal biases and prejudices — at least not overnight — you can help them to see how their behavior affects not only the targets of their harassment, but also their own performance and the performance of the department as a whole. Here's how.

- Act immediately when you notice a potentially disruptive action.
- Identify the problem behavior and point it out to the employee clearly and directly.
- Define acceptable behavior for the employee.
- Spell out the consequences of repeated offenses.
- Explain and emphasize the benefits of changing the behavior for the individual and the department.
- Express confidence in the employee's ability to change the disruptive behavior.
- Ask for agreement from the employee.
- Monitor progress on the desired changes.

