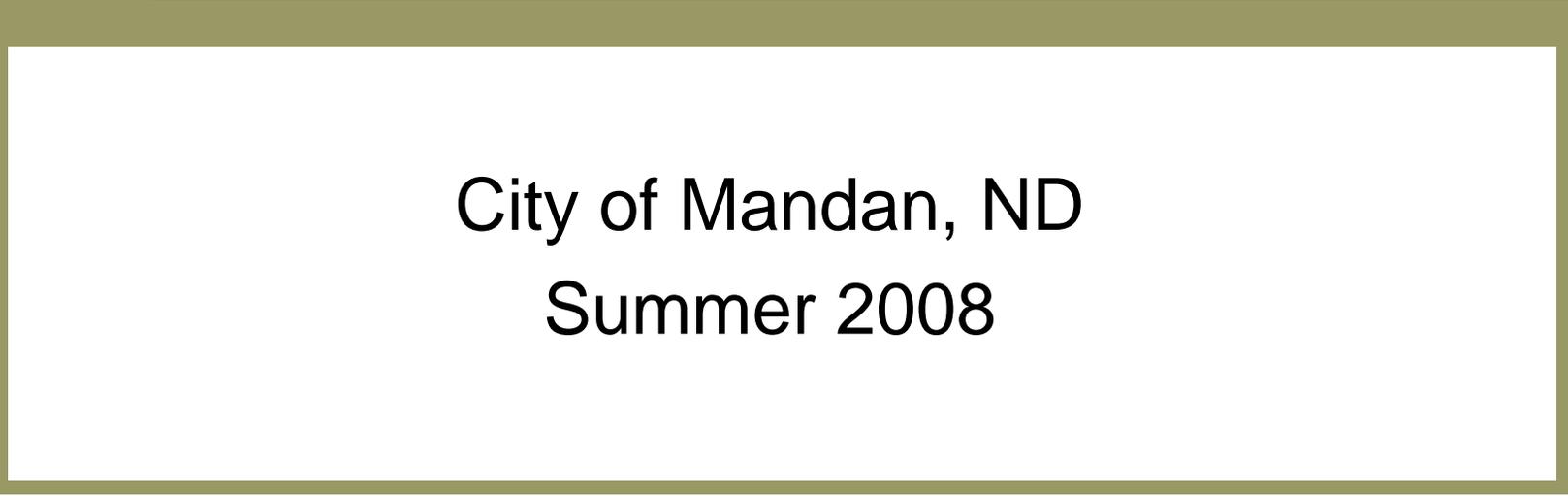




*Harassment &
Conflict Resolution Training*



City of Mandan, ND
Summer 2008

Harassment & Discrimination

- It is the policy of the City to maintain a professional and respectful workplace free from violence, discrimination, harassment, or other offensive or inappropriate remarks or conduct.

Harassment & Discrimination

- The City will not tolerate conduct that harasses, disrupts or interferes with an employee's work performance or which creates an intimidating, offensive, or hostile environment.



Harassment

- Harassment may include, but is not limited to:
 - Negative stereotyping
 - Comments
 - Slurs or threats
 - Intimidating or hostile acts based upon a protected classification
 - Written or graphic materials that denigrates or shows hostility or distaste

Harassment

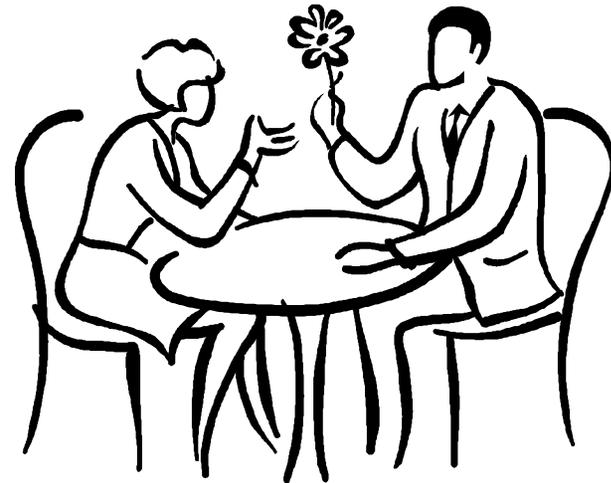
The City expects that you will act in a courteous, respectful manner towards other employees, customers, vendors, and the public.

Sexual Harassment

- Sexual harassment is defined as
 - Unwelcome sexual advances
 - Requests for sexual favors
 - Sexually motivated physical conduct
 - Verbal or physical conduct or communication of a sexual nature

Sexual Harassment - Examples

- Unwelcome sexual flirtations, advances, propositions, invitations to social events, or other verbal or physical conduct of a sexual nature
- Unwelcome offensive or demeaning language, comments, jokes, and innuendoes that has a sexual connotation



Sexual Harassment - Examples

- Offensive physical contact or physical closeness
- Use of words of a sexual nature describing body parts or sexual acts, telling suggestive jokes or stories, and conversation about sexual exploits or sexual desires
- Direct or indirect suggestions that an employee's job security, job assignment, conditions of employment, or opportunities for advancement depend in any way on the granting of sexual favors

Sexual Harassment - Examples

- Displaying in the workplace sexually suggestive or pornographic objects, pictures, cartoons, e-mails, or representations of any action or subject which is sexual in nature and which can be perceived as offensive



Harassment Complaints

- Any employee who believes that the actions or words of any person, whom he or she encounters in the course of employment, constitutes harassment or discrimination should report such conduct as soon as possible to your immediate supervisor.
- If for some reason a report cannot be made to your supervisor, reports should then be made immediately to the City Administrator.
- When possible, you should also tell the harasser that his or her conduct is not welcome and must be stopped.

Harassment Complaints

- Employees are encouraged to take appropriate action as soon as possible if they feel they are being harassed or discriminated, or they witness such conduct of other.
- Members of management who have knowledge of a possible harassment or discrimination must immediately report to the City Administrator.

Harassment Complaints

- All complaints will be taken seriously and will be investigated promptly. All complaints shall be kept in confidence. A false report will result in discipline, up to and including termination.
- The facts will determine the response to each complaint. If investigation of a complaint produces evidence that such harassment or discrimination has occurred, appropriate disciplinary actions will be taken.

Retaliation

- The City prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in the investigation.

Now What?



Conflict Resolution

- Many issues can be avoided or mitigated by addressing them in a timely and professional manner.
- Conflict Resolution: Seeks to obtain agreement from all parties.

Obtain agreement from all parties that they will:

- Work to resolve the conflict.
- Treat each other with respect.

Obtain agreement from all parties that they will:

- Be clear and truthful about what is really bothering them and what they want to change.
- Be willing to compromise.



Obtain agreement from all parties that they will:

- Listen to other participants and make an effort to understand the views of others.
- Be willing to take responsibility for their behavior.

Steps to Conflict Resolution

- 1. Arrange for all parties to confront the problem.
 - Select a time as soon as all parties have %cooled down.+
 - Meet at a place that is neutral for all parties.



Steps to Conflict Resolution

- 2. Have all participants describe the conflict in clear terms and describe behaviors, feelings and desired changes.
 - Direct participants to use *I*, not *you*, and to focus on specific behaviors and problems, not on people.

Steps to Conflict Resolution

- 3. Ask participants to restate what the others have said.
- 4. Summarize the conflict based on what you have heard and obtain agreement from participants.

Steps to Conflict Resolution

- 5. Start brainstorming to find solutions.
 - Ask each participant to offer a solution.
 - List all of the options presented (either verbally or on flip chart).
 - Discuss all of the options in a positive manner.
 - Rule out any options that participants agree are unworkable.

Steps to Conflict Resolution

- 6. Summarize all possible options for a solution.
- 7. Assign further analysis of each option to a participant.
- 8. Obtain agreement from all parties on next steps.

Steps to Conflict Resolution

- 9. Close meeting by having participants shake hands, apologize and thank each other for working to resolve the conflict



Questions?

- Review Sample Grievance Form