

3C's of EEO

Civility, Compliance, & Culture



Cultivating Civility in the Workplace

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Training Overview

- **BENEFITS OF CIVIL AND RESPECTFUL WORKPLACES**
- **UNDERSTANDING EEO**
 - Overview of EEO Laws and Compliance Requirements
 - Identifying Discrimination and Harassment
- **ESTABLISHING CULTURE THAT PREVENTS DISCRIMINATION AND HARASSMENT**
 - Handling Complaints Effectively
 - Promoting a Respectful Workplace Culture





▶ BENEFITS OF CIVIL AND RESPECTFUL WORKPLACES





Would You Want To Live Or Work In This Environment?

Safety Is An Essential Component Of Organizational and Team Performance

&

Respect Is Key To A Well Functioning Workplace



Project Aristotle

- ❖ Two Year Project (2012-2014)
- ❖ 180 Teams
- ❖ 50K People
- ❖ Over 250 attributes



Psychological Safety

Where individuals are comfortable taking risks, speaking up, asking questions, and admitting mistakes.



Dependability

Team members can be counted on to do high-quality work on time



Structure And Clarity

Goals, roles, and execution plans are clear



Meaning Of Work

Team members find their work personally important



Impact Of Work

Team members believe that their work matters and creates change

Respect Index



- Do I Feel Respected At Work?
- Do My Employer And Coworkers Value Me?
- Does My Work Have Meaningful Impact?

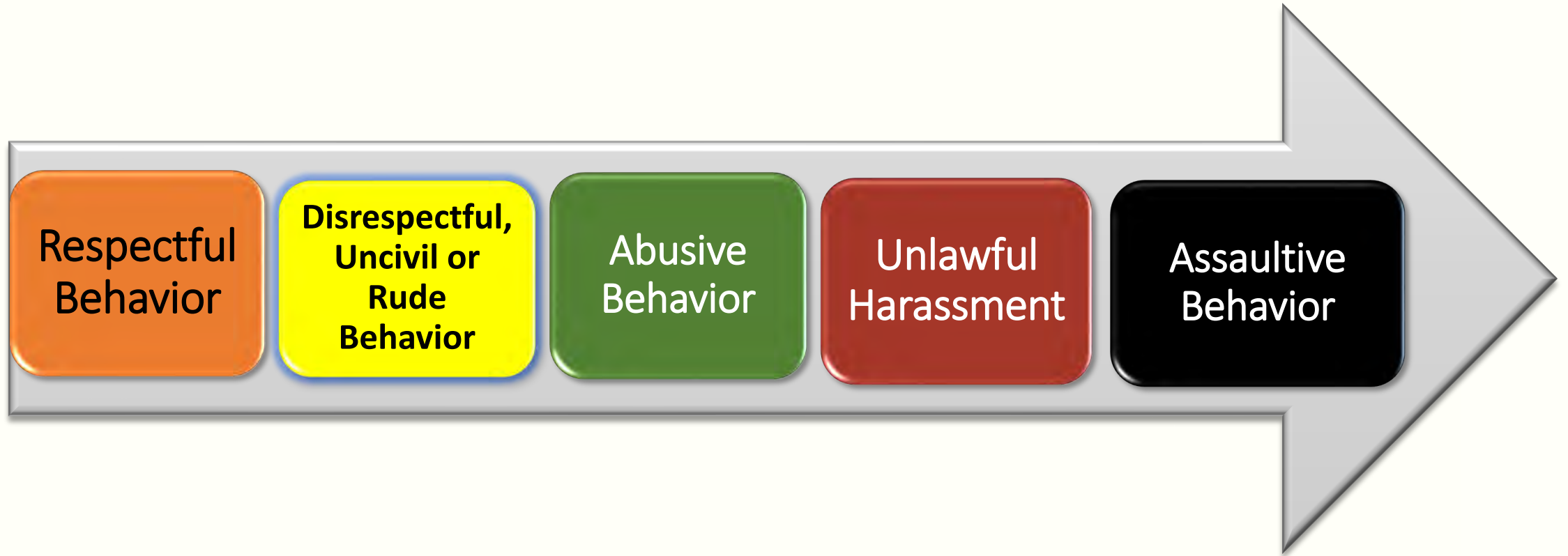
Workplace Cost

- ▶ Depression & Anxiety
- ▶ Litigation Costs
- ▶ Customer Complaints
- ▶ Absenteeism
- ▶ Turnover
- ▶ Wasted Time
- ▶ Workers Comp Claims

- ▶ Quality Of Work
- ▶ Productivity
- ▶ Company Reputation
- ▶ Morale
- ▶ Employee Engagement
- ▶ Ability To Meet Goals
- ▶ Bottom Line \$\$



Workplace Behavioral Continuum



Prevalence of Workplace Violence:

- **Nonfatal Incidents:** Between 2021 and 2022, there were 57,610 nonfatal cases of workplace violence requiring days away from work, job restriction, or transfer, occurring at an annualized incidence rate of 2.9 cases per 10,000 full-time equivalent employees. [Bureau of Labor Statistics](#)
- **Fatal Incidents:** In 2022, 525 fatalities due to assault were reported, highlighting the severe impact of workplace violence. [National Safety Council](#)



Five Fundamental EEO Rights

- 1) Work Free of Discrimination
- 2) Work Free of Harassment
- 3) Complain About Discrimination Without Retaliation
- 4) Request Workplace Accommodations
- 5) To Have Medical Information Kept Private



How Civility Aligns with Federal EEO Laws

- ▶ **Federal EEO laws require workplaces to be free of harassment, discrimination, and retaliation.**
 - **Title VII:** Prohibits discrimination based on race, color, religion, sex, and national origin.
 - **ADEA:** Protects workers 40 and older from age discrimination.
 - **ADA:** Prohibits disability discrimination and requires reasonable accommodations
 - **PWFA:** Requires reasonable accommodations.



How Civility Aligns with Federal EEO Laws

▶ Civility Contributes to:

- Early resolution of conflicts
- Prevention of behaviors that may escalate into unlawful conduct.
- A culture of inclusion, where employees feel safe reporting issues.



Employer Liability

Whose conduct renders an employer liable for harassing conduct?

- ▶ **Owner/Executive**
- ▶ **Manager/Supervisor**
- ▶ **Co-Workers**



Liability Standard

Co-Worker Harassment

- ▶ Employer knew or should have known
- ▶ Frequency
- ▶ Acquiescence by the Supervisor
- ▶ Failed to take immediate and appropriate corrective action



Liability Standard

Non-Employee Harassment

- ▶ Vendors, Customers, and Clients
- ▶ Employer knew or should have known
- ▶ Control
- ▶ Failed to take immediate and appropriate corrective action

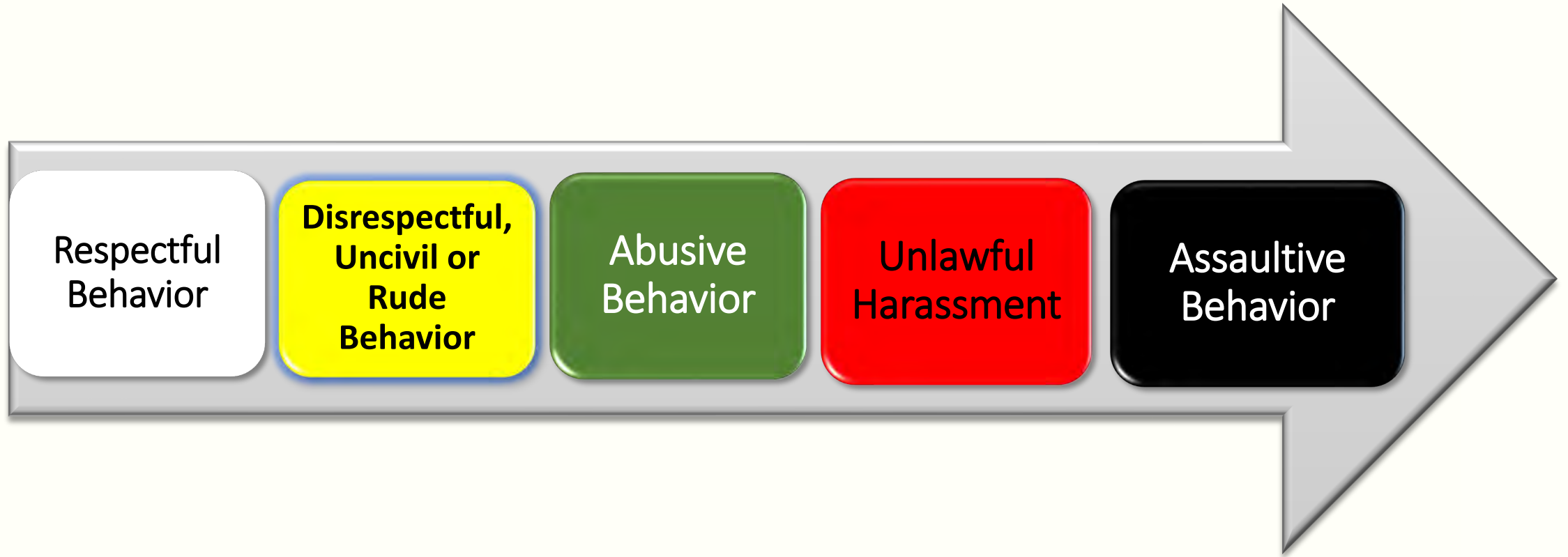




DERAILING RESPECT: WHAT GOES WRONG:



Continuum



The Opposite of Respectful Cues

- ▶ **Uncivil Behavior**
 - **Can Be Subtle**
 - **The Experience Is Significant**
 - **The Effects Are Cumulative**
 - **The Conduct Is Corrosive**



Examples of Common Incivility

- ▶ Sarcasm
- ▶ Giving people unwanted nicknames
- ▶ Eye rolling
- ▶ Withholding information
- ▶ Criticizing people publicly or allowing others to make negative comments
- ▶ Not giving “face” during discussions and meetings
- ▶ Interrupting or denying floor time
- ▶ Ignoring
- ▶ Baiting
- ▶ Being intentionally unavailable
- ▶ Forgetting to include



Incivility is the Output of “System One” Thinking

- ▶ System One is rapid, intuitive, and error-prone
- ▶ System Two is more deliberative, calculative, slower and more likely to be error free
 - Tendency is to use System Two for our substantive work and System One for interactions, but not always



Reducing Incivility

- ▶ How do we get to System Two thinking?
 - An intentional pause



Mindful Respect

- ▶ Be Mindful Of Your Own Relative Comfort With Individuals And How It Affects Your Interaction
 - You are responsible for the impact of your cues
- ▶ Use Micro-affirmations (*attending behavior*)
- ▶ Seek And Accept **Feedback** Regarding Your Behavior As Perceived By Others
- ▶ Provide feedback to others to help them understand their own “blind spots”.

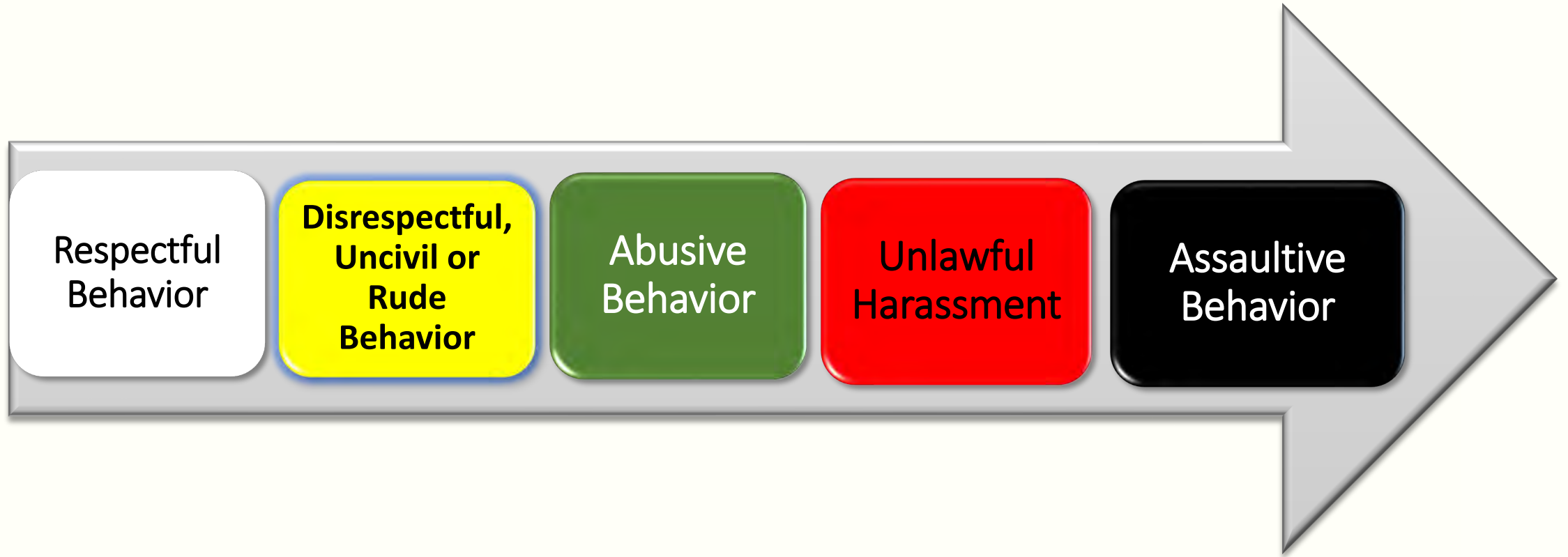




Abusive Behavior



Continuum



Definitions of Abusive Behavior

- ▶ Repeated, targeted mistreatment of one or more people by one or more people that includes any of:
 - Physical intimidation
 - Verbal Abuse
 - Psychological Mistreatment such as gaslighting, humiliating or scaring
 - Sabotage of Work Product
- ▶ When it affects people's ability to perform their job or to come to work



Abusive Behavior Can Be

▶ Loud

- Yelling and Screaming
- Overtly harassing someone
- Being chronically negative and critical



▶ Quiet

- Manufacturing Drama
- Sharing Information inappropriately
- Shunning

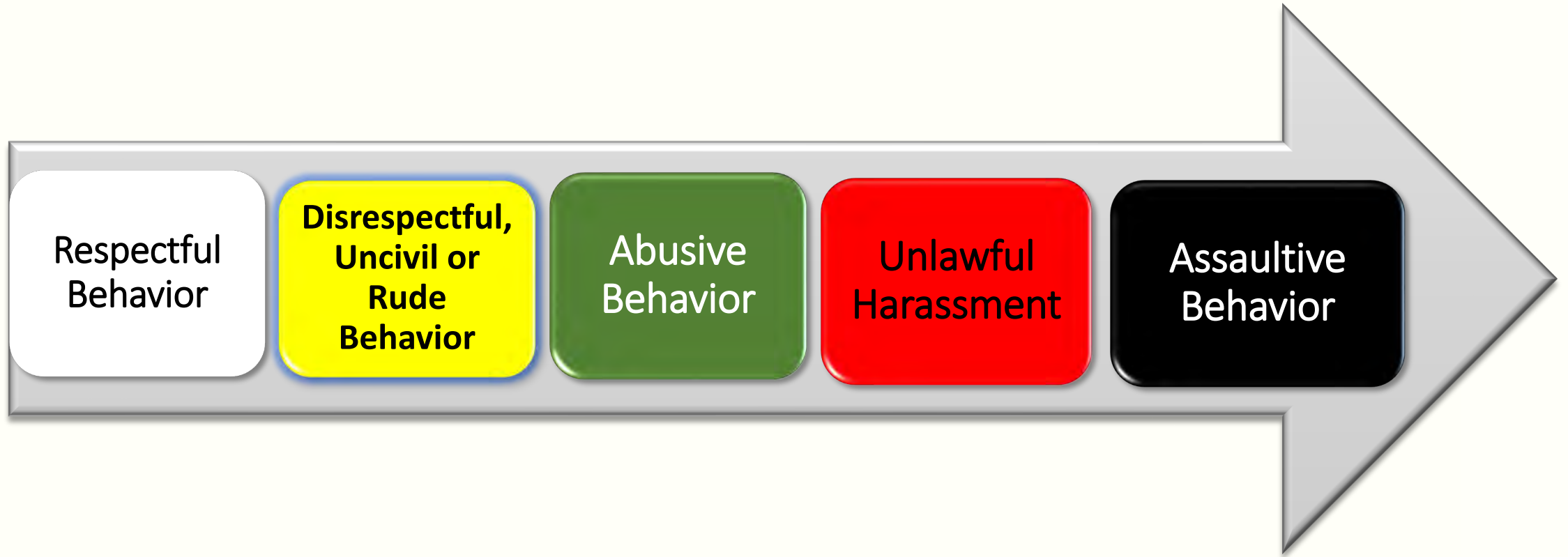




Unlawful Harassment and Discrimination



Continuum





STEPPING UP AND STEPPING IN



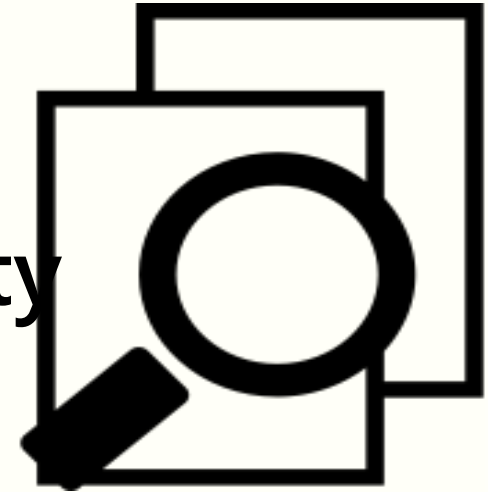
Active Bystander Process: Pay Attention

- ▶ Overhear
- ▶ Observe
- ▶ Hear about
- ▶ Consider the impact on the target, on you, on the work environment and culture.



Assess Context and Level of Influence

- Can I **safely** influence this behavior
 - Consider relationship
 - Consider power, status and authority
 - Are you the best one to respond?
 - What are you worried about?
 - If your worries involve safety and wellbeing, look at indirect interventions



A Powerful Bystander Strategy: Affirmation

- ▶ Step up to recognize the positive:
 - Microaffirmations
 - Praise
 - Appreciation
- ▶ When someone demonstrates notable respect, it creates safety or promotes inclusion



Disrupt, Distract, Deflect

- ▶ Change the subject or steer conversation back to original subject
- ▶ Interrupt
- ▶ Use gentle humor (carefully)
- ▶ Ask a question
- ▶ Redirect
- ▶ Use a non-sequitur



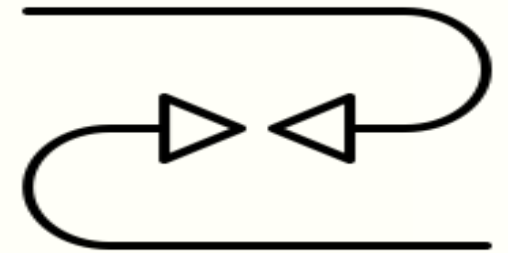
Intervention Strategies

- ▶ **Disrupt, Distract, Deflect**
- ▶ **Support**
- ▶ **Address (directly or indirectly)**
- ▶ **Report**



Address

- ▶ Provide private feedback
- ▶ Write a note or an email
- ▶ Partner with an Influencer (delegation)
- ▶ Speak up in the moment





FEEDBACK: GETTING THE GIFT



Getting Feedback

- ▶ Thank You
- ▶ I appreciate it
- ▶ I know just what I'll do with it



Gift Getting Behavior

▶ Thank them

- Show appreciation
- Admire the gift
- Tell them you will do something with it

▶ Avoid

- Striking back
- Counter-grievance
- Impugning them
- Minimizing their concern or suggesting they misunderstood



Gift Giving Behavior

- ▶ **Begin with a positive intention**
- ▶ **Be specific about behavior**
- ▶ **Be specific about impact**
- ▶ **Focused on a desire to have the behavior stop/change**

