



#MeToo in the Workplace: How Should Employers Respond

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Conclusions of the June 2016 EEOC Task Force Report

- Workplace harassment remains a persistent problem.
- It starts at the top—leadership and accountability are critical.
- Workplace harassment too often goes unreported.
- Training must change.
- Environmental risk factors can be identified.
- There is a compelling business case for stopping and preventing harassment.

**It starts at the top—
leadership and
accountability are
critical.**





LEADERSHIP and ACCOUNTABILITY, which demonstrate a company's culture, are crucial to harassment prevention.

Leadership

- Establish a sense of urgency about preventing harassment.
- Develop effective policies and procedures.
- Conduct effective trainings on those policies and procedures.
- Back up the commitment with money and time.
- Give those involved enough power to effectuate change.

Accountability

- Demonstrate that sexual harassment is taken seriously.
- Hold harassers responsible with appropriate sanctions.
- Hold managers and supervisors responsible for monitoring and stopping harassment by those they manage or supervise.
- Incentivize and reward responsiveness.

**Workplace
harassment too
often goes
unreported.**





**Policies, procedures,
investigations and
corrective actions are
essential components of a
holistic effort employers
must engage in to prevent
harassment.**

Anti-Harassment Policies

An organization needs a stated policy against harassment that sets forth behaviors that will not be accepted in the workplace and clear procedures to follow in reporting and responding to harassment.

- Adopt robust policies
- Regularly train employees on its content
- Vigorously follow and enforce the policy
- Avoid a zero tolerance policy

Anti-Harassment Reporting

Effective reporting systems for allegations of harassment are a critical part of prevention.

- Complaints must be taken seriously.
- Responses and investigation must be timely.
- The system must create supportive, safe environment.
- Investigators must be well-trained, objective, neutral.
- Privacy should be protected as much as feasible.
- Documentation should be thorough.

Training must
change.



Anti-Harassment Compliance Training

- Is training, without more, an effective tool in preventing sexual harassment?
- Training is an essential component of anti-harassment efforts.
- Training cannot stand alone, but must be part of a holistic effort which includes leadership and accountability.

What Makes For Successful Training?

Training should be ...

- Supported at the highest levels.
- Conducted and reinforced on a regular basis for all employees.
- Conducted by qualified, live and interactive trainers.
- Routinely evaluated for effectiveness.

A large iceberg floats in a deep blue ocean under a bright blue sky with scattered white clouds. The visible tip of the iceberg is jagged and white, while the submerged portion is much larger, showing a complex, textured surface of ice. The water is a deep, clear blue, and the horizon is visible in the distance.

**Environmental
risk factors can
be identified.**

Environmental Risk Factors

1. Homogenous workforces
2. Cultural and language differences in the workplace
3. Workforces with many young workers
4. Workplaces with “high value” employees
5. Workplaces with significant power disparities
6. Workplaces where work is monotonous or consists of low-intensity tasks
7. Workplace cultures that tolerate or encourage alcohol consumption
8. Decentralized workplaces

There is a
compelling
business case for
stopping and
preventing
harassment.



The Business Case for Stopping and Preventing Harassment

- Direct financial costs
- The diversion of time, energy and resources
- Decreased work performance
- Increased employee turnover
- Low morale
- Reputational harm



A man with a beard, wearing a dark suit and a maroon shirt, is holding a rectangular wooden sign with both hands. The sign is light-colored wood with a visible grain. On the sign, the words "THE TIME IS" are in a smaller, bold, black sans-serif font, and the word "NOW" is in a much larger, bold, black sans-serif font below it. The background is a plain, light gray.

**THE TIME IS
NOW**

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