

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the left and right sides of the slide, framing the central white area where the text is placed.

# Conflict Resolution & Harassment

*Jill Anderson, PSP, PDDGER*

# Conflict Resolution

- ▶ The Ultimate Goals:
- ▶ To build on common grounds.
- ▶ To listen to one another.
- ▶ To find solutions to situations.

First Consideration...

Be aware of yourself.

# Second consideration, be aware of others.

- ▶ They trust you.
- ▶ They have experience with you and have found you to be a reliable leader.
- ▶ They understand you are making decisions for the good of the group.
- ▶ Most of all, they sense you care about them.

# Negotiating Limits and Rules

- ▶ Limits and boundaries must be clear to the group, and *you must stick to them.*
- ▶ By involving the group, it is one of the most effective ways of setting limits.

# Effective Communications

- ▶ Pay attention to body language
- ▶ Tone of voice
- ▶ Relax
- ▶ Anger or frustration - Step Back
- ▶ Work in the present and future - not the past
- ▶ No progress? Return to the 4 basic questions

# Cooperative Approach

Recommended method, each side asks the four questions:

1. What do you want?
2. What are you doing to get what you want?
3. Is it working?
4. Do you want to figure out another way?

# Proscriptive Approach

Rather than 4 questions, proscriptive resolution is based on the 4 statements:

1. This is what I want.
2. This is what I understand you are doing.
3. This is why it isn't working for me.
4. Here's what I need you to do.



# Cooperative Resolutions

▶ Three most important aspects of Leadership:

1. Involvement
2. Involvement
3. Involvement

The most important question:


**What do you want?**

# Follow up questions:

- ▶ What are you doing to get it?
- ▶ Is it working?
- ▶ Do you want to figure out another way?

# Ideas we don't share often enough

- If I'm doing something that bothers you, tell me in a respectful way.
- How will it be if we really get along?
- If I see you've having a problem, what do you want me to do?

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# Discrimination and Harassment Guidelines

**Federal and State Equal Employment opportunity laws prohibit sexual harassment and other discriminatory practices in the workplace.**

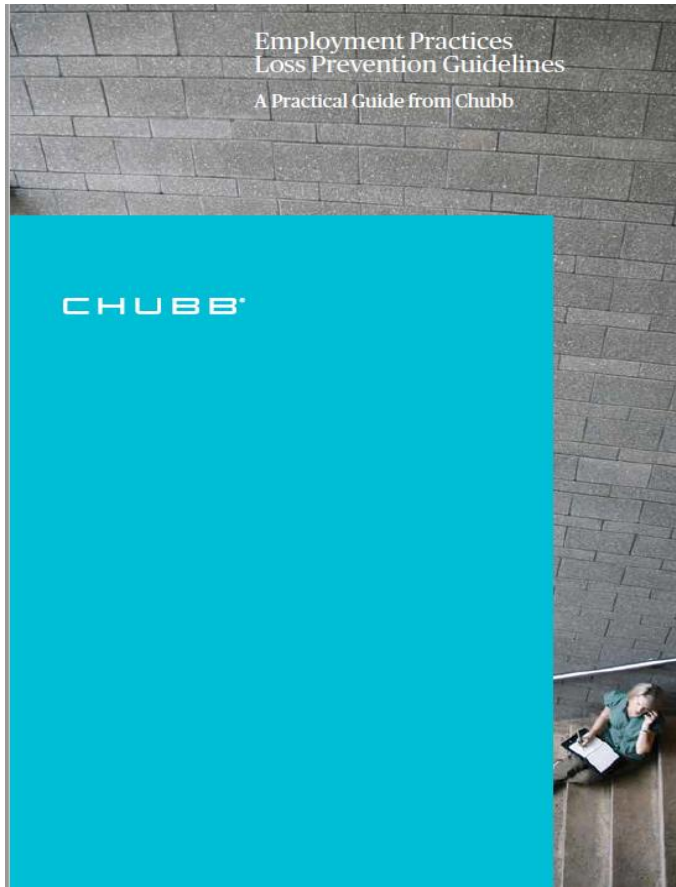
**The Benevolent & Protective Order of Elks embraces these laws.**

# Informational Sources

Grand Lodge Manual



# CHUBB Insurance Company



Employers today face an array of employment laws and regulations. Whether it involves hiring, evaluating employee benefits or managing a leave of absence or termination, failing to comply with the ever-changing legal requirements can have a devastating impact on both employee morale and the company's bottom line.

Chubb recognizes these unique burdens faced by employers, and has provided our insureds with access to the nation's premier employment and labor law firm, Littler Mendelson (Littler), to create a cutting edge employment practices risk management tool for Chubb insureds, called EPL Assist™. Through EPL Assist™, insureds also have unlimited access to expert advice and counsel through a dedicated hotline.

## What is EPL Assist™?

EPL Assist™ is a cutting edge risk management program providing policyholders with access to a wide variety of legal content, forms and analysis, combined with the ability to interact directly with Littler lawyers dedicated to assisting Chubb insureds. Through a secure web portal containing essential employment law resources and tools, as well as the ability to email a question directly to the free assistance hotline, Chubb insureds have access to the content and advice necessary to compete in today's challenging legal environment.



# Acknowledgement of Sexual Harassment Guidelines

*(Lodge Letterhead)*

## Acknowledgement of Sexual Harassment Guidelines

I am an employee of \_\_\_\_\_Lodge No. \_\_ of the  
Benevolent and Protective Order of Elks. I have read and  
understand the Sexual Harassment Guidelines as adopted by the  
Lodge and acknowledge that compliance is a consideration of  
employment.

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Printed Name

Signature

Date

# Acknowledgement of Sexual Harassment Guidelines

*(Lodge Letterhead)*

## Acknowledgement of Sexual Harassment Guidelines

I am an Officer at \_\_\_\_\_Lodge No. \_\_ of the  
Benevolent and Protective Order of Elks. I have read and  
understand the Sexual Harassment Guidelines as adopted by the  
Lodge and acknowledge that compliance is a consideration of  
holding an Officers position in the Lodge.

---

Printed Name

Signature

Date

# What is Discrimination and Harassment?

Is there a difference between the two?

▶ ***Discrimination:***

- ▶ **Discrimination** is the act of making distinctions between human beings based on the groups, classes, or other categories to which they are perceived to belong.

▶ ***Harassment:***

- ▶ **Harassment** covers a wide range of behaviors of an offensive nature. It is commonly understood as behavior that demeans, humiliates or embarrasses a person, and it is characteristically identified by its unlikelihood in terms of social and moral reasonableness. In the legal sense, these are behaviors that appear to be disturbing, upsetting or threatening.

## ***Discrimination:***

- ▶ Age
- ▶ Caste
- ▶ Disability
- ▶ Language
- ▶ Name
- ▶ Nationality
- ▶ Race or ethnicity
- ▶ Region
- ▶ Religious beliefs
- ▶ Sex, gender, gender identify
- ▶ Drug Use
- ▶ Reverse Discrimination

## ***Harassment:***

- ▶ Electronic
- ▶ Landlord
- ▶ Online
- ▶ Police
- ▶ Power
- ▶ Psychological
- ▶ Racial
- ▶ Religious
- ▶ Sexual
- ▶ Workplace

# Requirements for Lodges

- The Exalted Ruler should appointment Committee for the enforcement of the Harassment/Discrimination provisions of these guidelines.
  - Any individual who perceives they are a victim should report the violation to the Harassment/Discrimination Committee.
  - The Committee will form the procedures with respect to their handling of complaints.
  - After the Committee investigates the complaint, they will report their findings with recommendations for appropriate action.
  - All reports of harassment shall be kept in confidence, except as is necessary to investigate the complaint.
  - Retaliation in any form against a complainant who exercises their right to make a complaint under this policy is strictly prohibited and will itself be cause for appropriate disciplinary action.

# Initial Steps

- **Listen to the complaint.**
  - Treat it as valid until the facts may establish otherwise.
  - Refrain from comments like: “you may be overreacting” or “they didn’t mean anything by it.”
- **Set a professional tone for the interview.**
  - Acknowledge the fact and help the individual understand you are trying to help.
- **Gather the facts.**
  - Don’t make judgements. You are trying to judge the validity of the complaint.
- **Get a sense of what the individual feels would be acceptable to them.**
  - What does the individual want to see happen to resolve the problem?
- **Make no statements about the accused’s character, job performance or family life.**
  - This could result in liability for the parties to the investigation.

# Documentation

- **Good documentation is an essential component of a thorough investigation.**
  - Dates and documents.
  - Good paper trail provides legal protection.
  - How conclusions and determined actions.
  - Create a Timeline of events.
- **What documentation?**
  - Emails, Performance Evaluations, Personnel records.
  - Documents should be useful, factual, and accurate representation of the process.
  - Full names, complete thoughts, no legal conclusions until investigation is completed.
  - Witness Statements, signed and dated.
  - Physical Evidence such as photographs, letters, emails or other items that are available.



# The Final Report

- **Provide a summary report that puts your findings together.**
  - This is where you will include the information you have collected from all sources.
    - Keep the compliant and investigation documents in a secure place such as a locked file.
  - Assemble in one place, along with the conclusions you have determined.
  - EEOC requires employers to retain records related to potential violations normally for at least one year. To be safe from a legal stance, the lodge may want to keep the documentation for at least 5 years.
  - Submit to the appropriate entity.
    - Board of Directors.
    - House Committee.

# Do's and Don'ts

## Do:

- ▶ Include vital details in your documentation - names, dates.
- ▶ Prepare witness statements and ask witnesses to review and sign.
- ▶ Keep draft statements that witnesses have marked up.
- ▶ Photograph any physical evidence.
- ▶ Protect the confidentiality of the investigation.
- ▶ Organize documents in a logical order.

## Don't

- ▶ Insert personal opinions, impressions or reactions into your documentation.
- ▶ Allow a witness to change their version of events without determining why.
- ▶ Neglect to revise your timeline as your investigation proceeds.
- ▶ Draw legal conclusions
- ▶ Inadvertently, prevent others with a need to know from accessing your investigative files.

# To summarize:

- Conflict is uncomfortable, it can fracture a lodge, and can be expensive for the lodge.
- Keeping yourself “neutral” can be stressful, learn techniques we provided when approaching a sensitive situation.
- Never ignore a complaint.
- Investigate all participants.
- Gather all the “facts”.
- Make an informed decision.
- Document, document, document.

Thank  
You...

