

APPENDIX A

SUPERVISORY GUIDE

STRATEGIES FOR PREVENTING DISCRIMINATION AND HARASSMENT

SUPERVISORY GUIDE

STRATEGIES FOR PREVENTING HARASSMENT

1. Serve as a role model for others.
 - Identify, modify and stop ~~your own~~ behaviors and communication styles which may be construed as harassing.
 - Stop those behaviors.
 - Communicate the City's and Department's zero-tolerance policies in a professional and objective manner.
 - Communicate rules, regulations, policies and procedures without including a negative reference to social trends known to be prevalent or popular in specific groups of the population.
 - Affirm that you will not tolerate or condone any form of discrimination, harassment, retaliation or hazing and that you will take immediate action to stop, correct and report such activities.

2. When appropriate and authorized, cChange the departmental norms, practices and traditions that may allow harassment to occur or which may be perceived as a form of discrimination, harassment, retaliation or hazing.
 - Create and maintain Strive for a work climate in your unit command where members are productive and willing to communicate openly and respectfully based on appropriate workplace rules, norms and standards, enhance productivity and open communications.
 - Distribute and professionally discuss policies applicable to the correction or elimination of a questionable, alleged "harmless" tradition, affirm that discriminatory harassment will not be tolerated.
 - Remind members that all Fire Department facilities are first and foremost places of business and workplaces before they are a "home away from home".

3. Encourage open, professional and immediate communication and the reporting of potentially inappropriate workplace incidents involving members and non-members. Supervisors You can model this by:
 - Actively listening to the concerns expressed by complainants without rushing to judgment or portraying a lack of intent to assist in a resolution.
 - Communicating openly yourself.
 - Referring complainants to the Professional Standards Division's EEO Unit or another City office or outside agency where the complainant may file their complaint of harassment or discrimination, if the complainant is dissatisfied by the Supervisor's efforts.
 - After observing a questionable exchange between members or between a non-member and a member, inquiring of the parties if the exchange was

~~Asking, checking out whether behaviors are unwanted~~ unwarranted or offensive.

- ~~Questioning “mixed signals” and s~~Seeking clarification on them when believing that a member’s signals, comments or intended message was unclear.
 - ~~Challenging your subordinates and your peers to change their behaviors.~~
 - Professionally and realistically c~~ommunicating~~ supervisory responsibilities, including the need to report and record potential acts of harassment, while communicating their respective open-door policy to members. that you are accessible and responsive to all human relations problems and concerns.
 - Communicating a realistic level of confidentiality to the complianant when that complainant has brought forth a potential complaint. Maintain confidentiality until the complaint must be brought to the attention of certain individuals for resolution.
4. Watch for signs and symptoms of potential conflict, and explore; ~~check them out.~~
- A member’s new or unusual ~~Unexplained employee~~ sensitivity to another member or group of member~~employee~~, supervisor, customer or client.
 - Sudden negative change in A history of good work ~~performance reviews, then a poor one.~~
 - ~~Unexplained or unusual change in behavior; uncommunicative; solitary; humorless.~~
 - Sudden or unusual changes in behavior; including but not limited to a lack of on-duty communication or participation, intentional separation from crew or staff and excessive absences or trades.
 - The complaining members claims that their work environment or the service or interaction provided by the Fire Department to a non-member was harassing, discriminatory, demeaning, or derogatory in nature or the complainant felt they were treated differently or disparately.
5. Be fair, ~~objective~~impartial, ~~and clear~~ and consistent on about your Department-appropriate expectations with all member~~employees~~.
- Avoid imposing personal performance standards if they are in conflict with the City’s and Department’s standards or there is no clearly written policy on the standard.
 - Avoid the perception of favoritism.
 - Be consistent with positive recognition ~~rewards and~~ punishments~~corrective actions or critiques; and apply the same City and Department appropriate use the same standards for everyone to all members.~~
 - ~~Make regular and effective use of~~Refer to job descriptions, performance reviews evaluations and ongoing feedback between Managers, Officers and Supervisors to ensure objectivity ensure that selections for appointments, assignments, and specialized training are based on job-related criteria and performance.

- ~~Assure that any assignment you give or appointment you make is based only on job-related criteria.~~
 - Make information on upcoming examinations and training opportunities available to all memberemployees on an equal basis.
 - Provide your memberemployees with practical, on-the-job training and, where practical, opportunities to rotate through different assignments.
6. Be aware of other potential discrimination or harassment based on the protected classes, including but not limited to: religion, ethnicity, or country of origin that may occur in any of the following areas:
- Known or perceived aAffiliation with groups related to or serving any of the protected classes: Harassing or otherwise discriminating because an individual is affiliated with a particular religious or ethnic group.
 - Physical, linguistic, clothing or cultural traits, including dietary requirements and restrictions and clothing: Harassing or otherwise discriminating because of physical, cultural, or linguistic characteristics, such as accent or dress associated with a particular religion, ethnicity, or country of origin.
 - Perceived applicability of protected groups – whether or not the applicability is correct Perception: Harassing or otherwise discriminating because of the perception or belief that a person is a member of a particular racial, national origin, or religious group whether or not that perception is correct.
 - Known or perceived aAssociation with groups associated with or serving any of the protected groups : Harassing or otherwise discriminating because of an individual's association with a person or organization of a particular religion or ethnicity.
 - Religious Accommodation: Federal law requires an employer to reasonably accommodate the religious practices of an employee or prospective employee, unless doing so would create an undue hardship for the employer. Some religious accommodations that employers may be required to provide workers include leave for religious observances, time and/or place to pray, and ability to wear religious garb.

7. WHEN A MANAGER, OFFICER OR SUPERVISOR HAS BEEN PUT ON NOTICE OR DISCOVERS THAT AN ALLEGED INCIDENT OF DISCRIMINATION, HARASSMENT, RETALIATION OR HAZING HAS OCCURRED, THEY MUST TAKE IMMEDIATE ACTION TO 1) STOP THE BEHAVIOR, 2) PROPERLY AND COMPLETELY REPORT THE INCIDENT even if the complainant does not want them to proceed and 3) PREVENT A RECURRENCE. Directions on how Managers, Officers and Supervisors are to proceed can be found in Appendixes B,C and D of this Handbook.

Managers, Officers and Supervisors shall immediately complete the following when receiving a complaint:

- Advise the complainant of the Manager's, Officer's or Supervisor's recording and reporting responsibilities
- Report and record the complaint as directed by City and Department policy.
- Remind the complainant of the City's zero tolerance on retaliation.
- Encourage the complainant to immediately report to them or the Professional Standards Division at (213) 978-2107 any unusual incidents they experience, which they believe to be related to the complaint.
- Inform the complainant that they may also file a complaint with the Professional Standards Division at (213) 978-2107 or complete and submit the Complaint Record Form located at www.LAFD.org and fax it to (213) 978-3004. Inform employees they may also file their complaint directly into the Department's Complaint Tracking System from any Department computer.

7. Take immediate action to resolve the issue

8. **ONCE YOU HAVE KNOWLEDGE OF (ALLEGED) DISCRIMINATORY HARASSMENT, YOU MUST TAKE IMMEDIATE, APPROPRIATE CORRECTIVE ACTION,** (even if complainant does not want you to proceed), which may take the form of reporting it to the appropriate resources, and proceeding with steps described in the Complaint Procedures of this Manual.