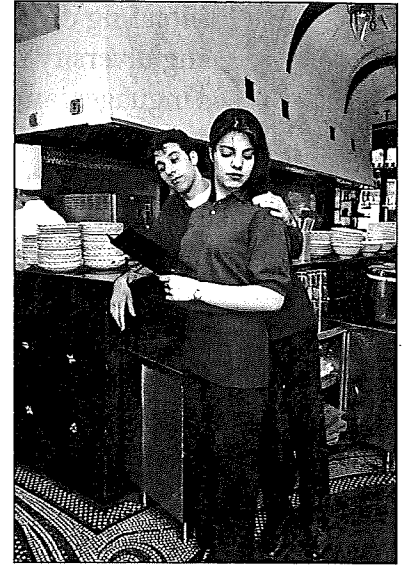


Harassment covers many categories, such as the following:

- Sexual
- Ethnic
- Age
- Religion
- Physical limitations



**Figure 8.2:** Harassment in the workplace is illegal and should never be tolerated.

### Facts About Sexual Harassment from the EEOC

The U.S. Equal Employment Opportunity Commission says the following about sexual harassment in the workplace:

“Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964.

“Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

“Sexual harassment can occur in a variety of circumstances, including but not limited to the following:

- The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
- The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a coworker, or a nonemployee.
- The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
- Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
- The harasser's conduct must be unwelcome.

“It is helpful for the victim to directly inform the harasser that the conduct is unwelcome and must stop. The victim should use any employer complaint mechanism or grievance system available.

"When investigating allegations of sexual harassment, EEOC looks at the whole record: the circumstances, such as the nature of the sexual advances, and the context in which the alleged incidents occurred. A determination on the allegations is made from the facts on a case-by-case basis.

"Prevention is the best tool to eliminate sexual harassment in the workplace. Employers are encouraged to take steps necessary to prevent sexual harassment from occurring. They should clearly communicate to employees that sexual harassment will not be tolerated. They can do so by establishing an effective complaint or grievance process and taking immediate and appropriate action when an employee complains."

In some cases, specific local laws also make discrimination based on sexual orientation illegal. Everyone has the responsibility to prevent harassment. Preventing discrimination is just as important as responding to it, for the welfare of everyone in the operation and the business itself.

Most companies have some type of harassment-free workplace policy that provides guidelines and procedures for how to behave in the workplace. Company policies need to adopt a prevention approach, acknowledging mutual respect as the goal for all who work in the environment.

The purpose of these policies is to provide a productive and pleasant work environment that protects all employees from harassment. Although the focus is on employee-related harassment, the policies should also cover harassment by nonemployees, because these situations—once they have been reported to a supervisor—also must be remedied.

Each organization will have its own statement regarding harassment, but in general, these statements should include some or all of the following aspects:

- Emphasize mutual respect for all.
- State the values of respect held by the organization.
- State that all staff are expected to adhere to the policy.
- Define the areas covered by the Civil Rights code.
- Address the covered situations as defined by its respective jurisdictions, but also consider expanding the areas based on other types of abuse not covered by civil rights laws.
- Alert managers to their responsibility for maintaining a harassment-free environment.
- Give employees options for help with dealing with harassment.
- Allow for informal resolution if the affected parties choose it.

- Indicate the process for handling a complaint.
- Indicate that the organization has no tolerance for disrespectful behavior and misconduct, any of which may result in disciplinary action—including termination.

Policies must also ensure that any employee who feels that he or she has been harassed is encouraged to voice his or her objection to the offending person and bring the subject to the attention of a manager. The following guidelines can be used in a complaint resolution or management process:

- An open-door policy should be put into place, as well as policies that protect the person with the complaint, called the **complainant**, from retaliation.
- Complaints should be reported initially to the complainant's direct supervisor or manager, unless that supervisor or manager is the subject of the complaint. In that event, the next level of management or a human resources representative should receive the complaint.
- The complaint should be processed in accordance with any local or state law, and then following company policy.
- Complaints should be investigated thoroughly by the complainant's direct supervisor or manager, unless that supervisor or manager is the subject of the complaint. In that event, the next management level or a human resources representative should conduct the investigation. In all cases, investigations must be done in confidence.
- Employees should be prohibited from discussing the situation with other employees.
- Managers should communicate the information with only the appropriate parties.
- Managers need to document the complaint and collect statements from all involved parties.
- If the investigation reveals that an employee has harassed someone, the offender must be subject to appropriate disciplinary procedures, including termination.

Managers have significant responsibility for addressing harassment in the workplace. They are legally liable for maintaining a harassment-free environment. In fact, managers at all levels, including company presidents, have been cited and fined for not dealing with harassment effectively. It is therefore crucial that managers acknowledge and respond to complaints immediately, as well as act upon any type of harassment they see or become aware of. The best approach is a proactive one that upholds applicable laws and follows and promotes company guidelines and policies.

## Teamwork

You've probably had plenty of chances to work on a **team**—maybe in class as a part of a project or as a member of a sports team. Do you remember a time when you tried to accomplish a task by yourself, only to realize you needed the help of a friend, classmate, or coworker? Chances are the two of you finished the task more efficiently than by doing it alone.

A team is a group of individuals with different skills and experience levels who are working to complete a task or meet a goal. **Teamwork** uses each member's strengths, so the group has more success working together than working alone. The most successful teams respect each other's opinions and find ways to work together to create positive results. Working in teams provides both advantages and disadvantages, as described in Table 8.1.

**Table 8.1: Some Advantages and Disadvantages of Teamwork**

Advantages	Disadvantages
Team members can learn from each other.	Conflict between team members can develop, and has to be handled.
People bring different skills and experiences to problem solving and can come up with solutions that one person would not have thought of.	Communication is more complicated.
Several people working together can get more done than individuals working on their own.	Some members of a team might let other members do more of the work.
Team members can support each other during difficult projects.	It can take longer to make decisions.

In the restaurant and foodservice industry, successful managers know that no one person can make an operation run well. They look to their employees for help with the challenges facing an operation. For example, the kitchen team works together to make the food. One person doesn't make each dish from prepping to garnishing. The servers work with the hosts and busers to keep things moving smoothly in the front of the house. Everyone has to trust that everyone else knows what they are doing and all the skills come together to make it possible.

Often, the people doing the work have a better understanding of where breakdowns might be and can help build a solution together. People on successful teams are also more likely to feel a responsibility to their team members to achieve the goals.

## Essential Skills

### *Developing a Strong Team*

How can you lead a team that doesn't act like a team? Bringing your staff together to focus on common goals can be a difficult project, but developing true collaboration can be deeply meaningful and rewarding. Consider these guidelines when preparing to lead a team:

- **Define your goals:** What was the group established to accomplish? What is the time line for achieving these tasks? How will success be measured? Who or what will be served by the team's efforts? Does the team have the authority and ability to fulfill its mission?
- **Be clear with your coworkers:** Does everyone know why the team has been formed, or why he or she has been asked to participate? Do people understand the expectations that you and upper management have for the team's progress and success?
- **Make resources available:** Do team members have all the expertise they will need, or will some outside help be necessary? Are funds readily available for legitimate team-related activity?
- **Set positive examples:** Do you model appropriate pro-team behavior? Do you communicate openly with your team members, and do they communicate well with one another? Do team members feel that they can be honest with one another and offer their real opinions?
- **Create accountability:** Do team members feel that they are individually and jointly responsible for the success or failure of the team? Are members more likely to assign blame or to seek answers? Do members understand what the real outcomes of their work will be on the company or its guests?
- **Remember you're part of a team, not a group of individuals:** Do you assign too many individual tasks, or do team members collaborate to complete activities? Do you reward and recognize team achievements? Have all team members (as well as other company employees) bought into the team culture?

Even before you have the opportunity to lead a team, you can model team-friendly behaviors like congratulating colleagues on their successes or offering to help with tasks. Portraying these healthy attitudes will make you more likely to become a valued team member and a leader for tomorrow.

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## Summary

In this section, you learned the following:

- In a school environment, students are graded on their performance. In a workplace environment, employees' performance determines whether or not they get a raise or promotion. If a person's performance is poor, he or she runs the risk of being fired.

- Stereotypes are generalizations that individuals make about particular groups that assume that all members of that group are the same. Prejudice is a general attitude toward a person, group, or organization on the basis of judgments unrelated to abilities.
- Diversity in the workplace creates a more enjoyable and productive environment, encourages restaurants and foodservice operations to be an employer of choice, attracts new customers, improves legal protection, and encourages new ideas, talents, and perspectives.
- Diversity is promoted in the workplace by offering diversity and sensitivity training, modeling good behavior, integrating diversity into the mission statement, encouraging studying and using languages, and providing multi-lingual materials.
- In a harassment-free environment, complaints are handled appropriately, which results in a workplace that respects all employees on an ongoing basis.
- There are important guidelines for handling harassment claims:
  - Maintain an open-door policy.
  - Complaints should be reported initially to the complainant's direct supervisor or manager.
  - The complaint should be processed in accordance with any local or state law and company policy.
  - Complaints should be investigated thoroughly by the complainant's direct supervisor or manager.
  - Employees should be prohibited from discussing the situation with other employees.
  - Managers should communicate the information only with the appropriate parties.
  - Managers need to document the complaint and collect statements from all parties involved. If appropriate, the offender must be subject to appropriate disciplinary procedures.
- Teamwork uses each team member's strengths so the group has more success working together than an individual would have working alone.

## Section 8.1 Review Questions

- 1 List the benefits of diversity to a workplace.
- 2 Describe a harassment-free environment.
- 3 Explain the concept of teamwork.
- 4 How can diversity be promoted in the workplace?
- 5 How might Jeff Cook recommend building a team?
- 6 Why might cross-cultural issues negatively affect Katarina's and Manuel's working relationship?
- 7 How are stereotypes and prejudices connected? Explain your answer.
- 8 How can managers help employees work together in a culturally diverse environment?



## Section 8.1 Activities

### **1. Study Skills/Group Activity: Create a Harassment-Free Workplace Policy**

Work with two other students to develop a harassment-free workplace policy for your restaurant. Include a training plan for your policy.

### **2. Activity: Workplace Diversity Report**

Select a company you admire for its products, for its corporate ethics, or for some other reason. Research its workplace diversity, both its public statements and its actual employment practices. Create a one-page report that presents your findings.

### **3. Critical Thinking: Create Cross-Cultural Interaction**

How do you think that being a member of a diverse team in the workplace is different from being a leader of a diverse team? How are the challenges and opportunities different in each case?

