# Setting the Tone

Creating a Respectful and Professional Work Environment

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### Three Part-Harmony

- 1. Before the Complaint
- 2. During the Investigation
- 3. After the Investigation

### Develop and Distribute a Policy

- Policy should not just speak to sexual harassment. Should include all forms of harassment including bullying
- Use model policy from MCAD if necessary
- Distribute policy annually to all staff (including part-time, temporary, and seasonal employees)

### Designate a Sexual Harassment Officer and Alternate

- Can be Human Resources Director or other high level management representative.
- Often good to have a Male and Female as Officer and Alternate.

### Lead By Example

- Interact with public, staff, and each other in a professional and respectful manner
- Speak up when you observe unprofessional or disrespectful behavior. Don't look the other way (tacit approval)
- Regularly remind staff and the public of your expectations

### **Conduct Periodic Training**

- Train Managers and Supervisors about their responsibilities regarding harassment complaints
- Train all employees on the policy. What are the organization's expectations of them and how can they bring items to management's attention.

# During the Investigation

### **Immediately Begin Investigation**

- It is critical to commence investigation as soon as the issue is brought to management's attention
- Do not make any initial assumptions concerning the validity of the claim
- Your actions from this point forward will be potential testimony at a later time.
- Decide on in-house versus outsourced investigation

# During the Investigation

### **Critical Reminders**

- There is no such thing as "between us"
- Absolute confidentiality should never be guaranteed
- Stress that retaliation of any kind will not be tolerated
- Keep the employee who brought forward the complaint appraised of the investigation's progress
- · Conduct a thorough investigation, but do not let it drag out

# After the Investigation

- Take appropriate corrective action
- Inform the complainant of the outcome of the investigation
- Identify any training opportunities for staff and management
- Continue to follow up with employee/department to make sure things are remaining positive

Questions?

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