

Discipline

Target Audience: Leaders

Training Goals

- To identify indicators of inappropriate leader actions
- To explore possible effects of sexist/sexual harassment/inappropriate behaviors
- To generate thoughts and ideas about how to best address this situation as a senior leader
- To understand different approaches in addressing complaints

Physical Setting:

- Participants seated at tables viewing monitors and transitioning into groups assigned by the facilitator to discuss a possible COA. Then, discussing small group's decision amongst all group members.

Procedures:

- Facilitator will arrange room for participants to observe monitor
- Facilitator will read the goals of the lesson to the participants
- Facilitator will show video

Facilitator reads: The video you are about to view depicts a situation between a service member and their leader. After the video, you will answer some individual questions and then discuss the situation as a group.

Facilitator plays the video.

Facilitator reads: Now that you have viewed the scenario, you have 5 minutes to individually answer the following questions:

- What actions and/or behaviors did you witness? Were they appropriate? Why or why not?
- Name some possible effects the junior member may have felt after the incident.
- As a leader, explain how you could possibly address and correct this issue.
- How would you prevent further occurrences such as these in your unit?

After the 5 minutes, the facilitator reads the following:

Facilitator reads: Now that you have had the opportunity to come up with your own responses, as a group (of 5-10) you will discuss your responses with each other and come up with a consensus to share with the entire class. You will have 15 minutes to discuss your responses.

After 15 minutes, ask for a few small groups to share their responses with the larger group.

NOTE: there are two video segments associated with this guide. One is focused male/female, the other male/male. Either, or both, videos can be used in discussing this issue.

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Discussion Key:

- What actions and/or behaviors did you witness? Were they inappropriate? Why or why not?
 - a. Yes, the officer made a request for a date (or potentially a sexual relationship) with the subordinate
 - b. Yes, established a quid pro quo relationship
- Name some possible effects the junior member may have felt after the incident.
 - a. Disappointment
 - b. Disgust
 - c. Loss of trust and confidence in the leader
 - d. Fear of not complying with officer's request
 - e. Ostracized (disliked/hated/treated differently)
- As a leader, explain how you could possibly address and correct this issue.
 - a. Educate the officer on inappropriate comments/sexual harassment action, the perceptions they can cause, and what can constitute quid pro quo
 - b. Hold the leader accountable for their actions
 - c. Receive guidance from legal office
 - d. Contact the EO/IG office for advice
- How would you prevent further occurrences such as these in your unit?
 - a. Reoccurring leader professional development/realistic training
 - b. Use this situation as a learning example for others so members understand how to recognize potential issues
 - c. Enforce policy letters forbidding inappropriate relationships
- **If both videos clips are shown and used for discussion:**
 - a. Do the behaviors demonstrated in the two video clips differ based on the sex of the individuals involved? How?
 - b. Does the sex of the individuals involved in this situation matter to the way you would respond to seeing this behavior?
 - c. Would you intervene or address/resolve the issue differently based on the sex of the perceived victim of the behavior? How?

What exactly was the officer asking for or implying? Was he simply asking for a date or for much more? Whatever his reasoning, he clearly crossed the line. By stating he could make the subordinate's problems go away by going out with him, he seemed to be establishing a quid pro quo relationship. If he was, this would be considered sexual harassment and could potentially lead to a sexual assault or other organizational issues. The sex of the perpetrator to the sex of the perceived victim should not matter to how a leader should address the behavior. Not matter what the situation, the behavior and the perception of how it was interpreted/received needs to be examined and addressed.

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Target Audience: **Unit Members**

Training Goals

- To identify indicators of inappropriate leader actions
- To explore possible effects of sexist/sexual harassment/inappropriate behaviors
- To generate thoughts and ideas about how to best address this situation as a leader.
- To understand different approaches in addressing complaints

Physical Setting:

- Individuals seated at tables viewing monitors and transitioning into groups assigned by Facilitator to discuss a possible COA. Then, sharing group's decision amongst all class members.

Procedures:

- Facilitator will arrange room for members to observe monitor
- Facilitator will read the goals of the lesson
- Facilitator will show video

Facilitator reads: The video you are about to view depicts a situation between a service member and their supervisor. After the video, you will answer some individual questions and then discuss it as a group.

Facilitator plays the video.

Facilitator reads: Now that you have viewed the scenario, you have 5 minutes to individually answer the following questions:

- What actions and/or behaviors did you witness? Were they appropriate? Why or why not?
- Name some possible effects the subordinate may have felt after the incident.
- As a leader, explain how you could possibly address and correct this issue.
- How would you prevent further occurrences such as these in your unit?

After 5 minutes, the facilitator reads the following:

Facilitator reads: Now that you have had the opportunity to come up with you own responses, as a group (5-10), discuss your responses with each other and come up with a consensus to share with the entire class. You will have 10 minutes to discuss your responses.

After 10 minutes, ask for a few small groups to share their responses with the larger group.

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NOTE: there are two video segments associated with this guide. One is focused male/female, the other male/male. Either, or both, videos can be used in discussing this issue.

Discussion Key

- Did you observe any inappropriate actions and/or sexist behaviors? What were they?
 - a. Yes, the officer made a request for a date (or potentially a sexual relationship) with the subordinate
 - b. Yes, established a quid pro quo relationship
- Name some possible effects the subordinate may have felt after the incident.
 - a. Disappointment
 - b. Disgust
 - c. Loss of trust and confidence in leader
 - d. Fear of not complying with the officer's request
 - e. Ostracized (disliked/hated/treated differently)
- As a unit member, explain how you could possibly address and correct this issue.
 - a. Discuss with the subordinate what you observed and ask how they interpreted the situation. Ask them what their next course of action (if any) would be. Ask them if they intended to do anything about the situation.
 - b. Inform your supervisor/senior commander as to what you observed
 - c. Contact the EO/IG office for advice
- How would you prevent further occurrences such as these in your unit?
 - a. Recommend reoccurring professional development/realistic training
 - b. Use this situation as a learning example for others
 - c. Ensure others are aware of policies and regulations/guidelines
- **If both videos clips are shown and used for discussion:**
 - d. Do the behaviors demonstrated in the two video clips differ based on the sex of the individuals involved? How?
 - e. Does the sex of the individuals involved in this situation matter to the way you would respond to seeing this behavior?
 - f. Would you intervene or address/resolve the issue differently based on the sex of the perceived victim of the behavior? How?

What exactly was the officer asking for or implying? Was he simply asking for a date or for much more? Whatever his reasoning, he clearly crossed the line. By stating he could make the subordinate's problems go away by going out with him, he seemed to be establishing a quid pro quo relationship. If he was, this would be considered sexual harassment and could potentially lead to a sexual assault or other organizational issues. The sex of the perpetrator to the sex of the perceived victim should not matter to how an observer should address the behavior. Not matter what the situation, the behavior and the perception of how it was interpreted/received needs to be examined and addressed.