



Video: Discipline- Male Scenario 2024

# Discipline- Male Scenario: Facilitation Guide



## Overview

This facilitation guide and accompanying video have been developed to assist equal opportunity (EO) and equal employment opportunity (EEO) professionals and practitioners in discussing *Harassment Prevention and Response in the Armed Forces*.

Additional information on how to conduct a facilitation can be found in *The Leader's Conversation* guide available at [deomi.mil](https://deomi.mil).

This guided discussion is focused on the *Discipline Male Scenario* video. The video demonstrates potential behaviors one could see or hear in many environments. The facilitator can use the video and guide to discuss the demonstrated problematic behaviors and how the unit members and leaders can prevent, mitigate, or address them. Adherence to this facilitation guide is encouraged to ensure consistency in training delivery.

However, this guide is not all-inclusive and may be expanded based on the facilitator's experience. Throughout this guide, questions are framed to stimulate the facilitator's thoughts on areas to explore and consider in this process and the specific topic. Users should provide a controlled, safe, and non-attributional environment where individuals will be willing to share their perspectives. EO and EEO professionals, practitioners, and leaders can use this event to review and educate their members on policy and acceptable and unacceptable behaviors. Sexual harassment is covered in Department of Defense Instruction (DoDI) 1020.03, *Harassment Prevention and Response in the Armed Forces*.



## Purpose

The objectives for this discussion:

- Define sexual harassment.
- Discuss the video and the behaviors seen within it.
- Grasp how the fear of harassment can affect the individual and the organization.
- Understand the escalation sexual harassment behaviors can take if not addressed.
- Discuss sexual harassment prevention strategies.

## Preparation

This guide has been developed assuming that users have some basic facilitation skills and understand the facilitation process. Users should also review *The Leader's Conversation* guide for additional parameters, techniques, and information on facilitation (available at [deomi.mil](http://deomi.mil)). *The Leader's Conversation* guide provides areas to consider, including the following:

- Site selection
- Ground rules the facilitation may use
- Question development
- How to conduct the discussion

## Definitions

DoDI 1020.03 defines these terms as the following:

- Harassment is defined as behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment.
- Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when:
  - Submission to such conduct is, either explicitly or implicitly, made a term or condition of a person's job, pay, or career.
  - Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person.
  - Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.
  - Such conduct is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the environment as hostile or offensive.
  - Such conduct is used or condoned by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the Armed Forces or a civilian employee of the Department of Defense.
  - Such conduct includes any deliberate or repeated unwelcome verbal comments or gesture of a sexual nature by any member of the Armed Forces or a civilian employee of the Department of Defense.



## What Is Sexual Harassment?

Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature. According to DoDI 1020.03, Section 2.5b, the Department of Defense will hold leaders at all levels appropriately accountable for fostering a climate of inclusion that supports diversity, is free from harassment, and does not tolerate retaliation against those filing harassment complaints. It is also important to note that DoDI 1020.03 states there is no requirement for concrete psychological harm to the complainant for behavior to constitute sexual harassment. Behavior is sufficient to constitute sexual harassment if it is so severe or pervasive that a reasonable person would perceive, and the complainant does perceive, the environment as hostile or offensive. Sexual harassment that goes unreported can affect the individual and the organization:

Individual	Organization
Fear of reporting	Passive bystanders
Low self-esteem	Lack of trust and morale
Depression or anxiety	Hostile work environment
Social exclusion	Culture of exclusion
Low productivity	Decreased readiness

## Strategies to Prevent Sexual Harassment

As leaders, it is critical to be aware of our surroundings whether in the office or out in the field. Being able to create a healthy command climate where Service members feel heard and understood can make a great impact when it comes to reporting harassment. Some principles of prevention/strategies include the following:

- Discuss avenues (including anonymous ones) for reporting inappropriate behaviors.

Video: Discipline- Male Scenario 2024

- Discourage social media posting that constitutes harassment and inappropriate behaviors.
- Clearly post policies and reporting procedures for Service members.
- Hold members accountable for leading/participating in inappropriate behaviors.

Notes:



Video: Discipline- Male Scenario 2024

## Process

Before the participants' arrival, determine and prepare the setting for the guided discussion. Ensure the video is prepared to view (direct from the Cultural Portal <https://www.deomi.mil/Center-of-Excellence-Portal/Harassment-Prevention-and-Response/#sexual-harassment> or may be predownloaded).

## Video Description

### Discipline- Male Scenario

FOR FACILITATOR USE ONLY: The video opens with a lower ranking enlisted male Service member coming to his commander to discuss an incident he has been implicated in. He lets the commander know that he knows he has been in trouble before but that he did not complete the recent offense. He responds with, "Sure you didn't, but if you want to get out of this, I am free all night." The Service member is caught off guard by his response. The commander continues on by saying, "I can make this disappear. Just make sure you wear something nice."

### Video Participants

- **Target:** Male enlisted Service member
- **Perpetrator:** Male Commander
- **Bystanders:** None



## Directions

1. Introduce yourself.
2. Validate: explain the purpose or objective of the discussion/training.
3. Set expectations and establish ground rules.
4. Introduce the topic (using the notes you created based on the topic).
5. Explain what sexual harassment is.
6. Provide the handout (if used) to the participants.
7. **Read instructions:** You are about to watch a video that is made for awareness purposes only.
8. **Read instructions:** Answer the questions in your handout individually after watching the video. Then later, we will share your answers with the group.
9. Show the video.
10. Have participants answer the handout questions (5–10 minutes). Please encourage them to use critical thinking as they view the questions.
11. Lead a discussion based on the questions used.

## Facilitator Notes

*Suggestions:* Display the questions on a bulletin board, butcher paper, or PowerPoint, or prepare them in a handout. Explain to the participants that they will need a pen and paper (or handout) to answer the questions you will use during the guided discussion. The anticipated responses (ARs) after each question can assist the EO professional in identifying potential discussion points.

*\*Facilitator Note:* The facilitator should be prepared to discuss the questions (or similar questions) with the participants.

*\*Give students ample time to answer the questions.*

## Reflection Questions

*Think about questions you may wish to ask the participants.*

Question and AR:

Question and AR:



## Facilitator- Developed Questions

Below are potential questions and ARs for use in guiding the discussion. Before the session, the facilitator should review them and may develop their own. The provided handout matches the questions provided below. If you modify or add additional questions, modify the handout accordingly.

*\*Facilitator Note:* The facilitator should be prepared to discuss the questions (or similar questions) with the participants.

- What did you observe in the video?

**AR:** The male Service member approached his commander to discuss an incident that he was accused of being involved in. He tells him that he did not commit the transgression: “Sir, I know I’ve been in trouble before, but I wasn’t involved in this.” The commander seemed to believe that he was involved and offered to make it “disappear” in order to get him out of trouble. He told him that he is free all night if he wants this to disappear. He implies that he wants him to come to his house and “wear something nice.” Throughout the video, it seems as though the Service member is stunned by the commander’s suggestions.

- Based on the behavior shown in the scenario, can the comments be perceived as sexual harassment?

**AR:** According to DoDI 1020.03, the comments made are considered sexual harassment. Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when such conduct is used or condoned by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the Armed Forces or a civilian employee of the Department of Defense. Here, the commander is implying that he will “trade” a sexual favor for his positive influence on a disciplinary issue that could put the Service member’s career at stake, making it a clear-cut case of sexual harassment.

- If you were a bystander in this scenario, what would you do?

**AR:** Once you have identified that the behaviors you have witnessed could be potentially sexual harassing, you could pull the Service member aside and ask how he feels about the comments that were made. Tell him that just because he is his commander, it does not give him the right to sexually harass him. Let him know that if he wants to report this incident to his EO advisor, he can do so.

- What are the risk or protective factors that may come into play in this scenario?

**AR:** Risk factors:

- One risk factor in this scenario is the difference in power between the commander and the enlisted Service member.
- Another risk factor could be the general environment. It is possible that the commander may think he is doing the Service member a favor by letting him know that he can make this issue “disappear.” However, it is clearly sexual harassment.

Protective factors:

- One protective factor could be a friend who provides support or advice when encountering this situation. As an organization, make sure Service members understand that all allegations of sexual harassment, including posts on social media, will be taken seriously and will not be tolerated.
- Another protective factor can be a zero-tolerance approach to sexual harassment and other unwanted behaviors. If leaders create a climate where reports of these behaviors are taken seriously, the unwanted



## Video: Discipline- Male Scenario 2024

behaviors are unlikely to be viewed as acceptable. Additionally, when action is taken against perpetrators, they are less likely to repeat the cycle of mistreatment with new targets.

- As a leader, what can you do to create a positive climate for reporting?

**AR:** As a leader, you can set the precedent in the unit. Let Service members know that, regardless of gender/rank, sexual harassment complaints are taken seriously in the unit. Educate members on how they can intervene in scenarios, such as pulling the targeted member aside and removing them from the situation. Leaders are a pivotal factor in creating a climate where individuals feel valued and that any reports of sexual harassment can be made without the fear of reprisal.

## Lead the Discussion

Open the discussion by asking volunteers to share their responses with the group based on the questions used. As you do so, keep in mind:

### General Considerations

- Ensure all participants have an opportunity to share their thoughts.
- Encourage open communication among participants.
- When applicable, ask clarifying questions.
- Use anticipated responses to help the group when needed.
- Avoid “why” and closed-ended questions.
- Remind participants of the ground rules when necessary.
- Remember to let participants know that you are listening.
- Take notes for your summary and conclusion.
- Paraphrase when participants are unclear with their answers/assist them in reaching the objectives.
- Let the discussion be fluid with little to no disruptions or corrections.

### Examples of Other Questions That Can Be Asked

- In your own words, how would you describe sexual harassment?
- What are some ways your organization can support individuals who report harassment?
- Where can a Service member go to report sexual harassment?

- As a leader, what behaviors can you show to create an environment where others feel open to report harassment?

## Close the Session

*\*Facilitator Note:* During the conclusion, paraphrase participant comments to show that they were heard. The provided conclusion is an example on how to close out the guided discussion.

End your discussion by restating the objectives covered at the beginning and provide closing comments.

### Summary:

Restate the initial objectives:

- Define sexual harassment.
- Discuss the video and the behaviors seen within it.
- Grasp how the fear of harassment can affect the individual and the organization.
- Understand the escalation sexual harassment behaviors can take if not addressed.
- Discuss sexual harassment prevention strategies.



## Video: Discipline- Male Scenario 2024

### Potential Closing Comments

In the scenario shown above, a Service member in a position of power abused their authority. An individual's sex and/or rank should have no bearing on the appropriateness or inappropriateness of the behavior toward them. Any necessary corrective punishable actions should also not be influenced by the sex or rank of either the offender or the target.

If allowed to continue, these behaviors can escalate and foster a variety of individual and organizational climate changes, such as a lack of trust in leadership, low unit cohesion, and low morale. Identifying inappropriate behaviors and intervening early are crucial to developing a cohesive and professional environment.





Video: Discipline- Male Scenario 2024

## Handout

### Video: Discipline Male Scenario

1. What did you observe in the video?
2. Based on the behavior shown in the scenario, can the comments be perceived as sexual harassment?
3. If you were a bystander in this scenario, what would you do?
4. What are the risk and protective factors that may come into play in this scenario?
5. As a leader, what can you do to create a positive climate for reporting?