

Contents

Introduction.....	1
Chapter One - The Word Game.....	5
#1 Listen to the words people use.....	6
#2 Adapt terminology to suit your audience.....	8
#3 Look to parallels for appropriate language.....	9
#4 Callous words will distract from your message.....	9
#5 Ditch outdated words.....	10
#6 Extreme examples won't trump common sense.....	11
#7 Keep up with changing language.....	12
#8 Correct mistakes and move on.....	12
#9 Correct employee language.....	13
Chapter Two - Are You Accommodating?.....	14
#10 Discrimination can be direct or indirect.....	15
#11 Standards must be legitimate.....	16
#12 Accommodate until "undue hardship".....	16
#13 Re-think policies and procedures.....	17
#14 Get employees to understand accommodation.....	19
#15 Accommodate for a changing population.....	20
#16 "Majority rules" doesn't apply to human rights.....	24
#17 Accommodations impact your business options.....	27
#18 Broaden your view of accommodations.....	31
#19 Making accommodations is not being charitable.....	34
#20 Accommodate regardless of personal values.....	35
#21 Don't make assumptions about dis/abilities.....	36
#22 Find ways to soften the financial burden.....	36
#23 Train supervisors about accommodations.....	36
#24 Keep employees informed.....	37
#25 Adapt now to avoid future problems.....	37
Chapter Three - Harassment Headaches.....	39
#26 Sexual harassment isn't just about sex.....	42
#27 Harassment protections are varied.....	43
#28 Harassment can take place without a complaint.....	44
#29 A complaint shouldn't kill a career.....	45
#30 No loopholes for third party harassment.....	46
#31 Focus on impact, not intent.....	46
#32 Deal with harassment inside & out.....	48

#33 Keep an eye on social functions.....	48
#34 Ensure consequences for false accusers.....	50
#35 Talk openly for better results.....	51
#36 Complaints can show up elsewhere.....	52
#37 Liability can be shared.....	52
#38 Reverse onus catches people off-guard.....	53
#39 Look out for the legal bills.....	55
#40 Harassment prevention is cheaper.....	57
#41 Unaddressed harassment costs money.....	57
#42 Think beyond your own experience.....	59
#43 Don't do battle with definitions.....	59
#44 Be pro-active.....	59
#45 Harassment-free is not fun-free.....	60

Chapter Four - Treating “Different” People Differently...61

#46 Acknowledge your stereotypes.....	66
#47 Practical techniques compensate for stereotypes.....	66
#48 Accept your stereotypes - just don't act on them.....	68
#49 Discomfort shouldn't interfere with business.....	72
#50 Don't use kid-gloves.....	72
#51 Listen carefully to a complaint of discrimination.....	73
#52 Challenge stereotypes.....	74
#53 Don't waste time fighting old battles.....	75
#54 Act; don't just react.....	75

Chapter Five - Inclusiveness, Not Affirmative Action....76

#55 Reflecting your community is great for business.....	83
#56 The public will take action if you don't.....	85
#57 Include and listen to people different from you.....	86
#58 Reach out to attract a variety of employees.....	89
#59 Do an audit of your business.....	91
#60 Fight notions of tokenism.....	92
#61 Search out successes and ask for details.....	92
#62 Take failures with a grain of salt.....	93

Chapter Six - Management Needs To Know.....94

#63 Human rights aren't confined to a commission.....	98
#64 Simple actions will pay off.....	100
#65 Create an environment where people speak up.....	102
#66 Give supervisors and managers the basics.....	103
#67 Get your workforce on-side, at least at work.....	104
#68 Apply policies properly and with common sense.....	105

#69 Threats of liability should create incentives.....	107
#70 Discuss human rights issues regularly.....	107
#71 Encourage real dialogue on human rights issues.....	107
#72 Allow for different thoughts.....	108
#73 Stress consistency.....	108
#74 Encourage supervisors to admit mistakes.....	108

Chapter Seven - Changing With The Times.....110

#75 Encourage strong and courageous stands.....	115
#76 Deal with harassment even from the “top”.....	117
#77 There can be consequences at the highest levels.....	122
#78 Beware of trying to “fit in” with others.....	125
#79 Don’t make fun of “easy” targets.....	127
#80 Staying silent doesn’t help the offender.....	129
#81 Respond to “it was just a joke”.....	129
#82 “Rednecks” can surprise you.....	130
#83 Anonymous brown paper envelopes still work.....	130

Chapter Eight - Men At Work.....131

#84 Don’t assume guys like all the talk.....	132
#85 Decide what is respectful.....	133
#86 Don’t worry about becoming a babysitter.....	134
#87 Avoid turning things formal.....	134
#88 Watch your mouth.....	134
#89 Recognize the nickname dilemma.....	136
#90 Talk to the nicknamed.....	136
#91 Don’t allow “If I had to put up with it, so do you”.....	136
#92 Find a way to drop the nickname.....	136
#93 Try to turn “ratting” into problem solving.....	137
#94 Trusting actions, not just words.....	138
#95 Camaraderie should work both ways.....	138
#96 Men prefer doing over talking.....	139
#97 Work with open ears and a closed mouth.....	139
#98 Hold others accountable.....	139
#99 Don’t assume employees know it all.....	140
#100 Employees can pay dues, not sell their souls.....	141
#101 Tell employees you want thinkers, not drones.....	141

Notes.....143