

Developing People
Creating A Competitive
Advantage

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EEOC Issues Policy Guidance for Race & Color Discrimination

The U.S. Equal Employment Opportunity Commission (EEOC) recently issued a new Compliance Manual section updating guidance on how Title VII of the Civil Rights Act prohibits discrimination in employment based on race and color. The EEOC also issued a companion fact sheet. These resources are available on the Commission's Web page,

www.eeoc.gov under Race/Color Discrimination. These are designed to assist in identifying and responding to instances of discrimination and to help prevent discrimination in the first place.

"This comprehensive guidance will assist employers, employees and EEOC staff in understanding how Title VII applies to a wide range of contemporary discrimination

issues," said EEOC Chair Cari M. Dominguez.

The new materials cover issues related to evaluating allegations of discrimination; providing equal access to jobs through the recruitment, hiring and promotion processes; and addressing harassment and retaliation.

The Importance of Classroom Training in Stopping and Preventing Harassment

Linda Treasure

Once again the EEOC has indicated the importance of training in stopping and preventing harassment.

In a consent decree resolving the case at Nine West & Jones Apparel Group, the EEOC provided monetary damages to the harassment victims, **ordered the company to train employees and managers in the law**, reissue their non-discrimination policy and provide periodic reports to the EEOC.

The purpose of education for all employees is to enable employees to distinguish between behavior that is appropriate, inap-

propriate and illegal, and to provide employees and managers alike with a clear understanding of their personal responsibilities.

Of course the foremost reason for training is to stop and prevent harassment from occurring. The training also provides an opportunity to review the organization's relevant policies and procedures. Participative, classroom training is important in ongoing education efforts. Relying solely on e-learning to stop and prevent harassment, including sexual harassment, limits people's understanding and commitment.

Effective, dynamic, participative, classroom training builds commitment and makes it impossible for someone to say:

- They did not know what harassment is.
- They did not know their personal responsibilities.
- They did not know what to do when faced with it.
- They did not know the organization's policies and procedures.

"When people participate in dynamic training programs like ours, people are changed." Linda Treasure

The Power of Praise

Abstracted Mastering T&E Expense Management April 2006

At Nikon Precision, simple recognition is reward enough for travelers who spend less.

When Nikon Precision introduced online booking through Expedia Corporate Travel, Lynne Brown, travel manager, saw a chance to find the do-gooders.

With a wealth of new travel data at her fingertips, Brown could not only pinpoint how much her firm was saving, she also was able to identify travelers who were making an extra effort to save the company some money.

To her delight, the data revealed that a significant number of employees were choosing the most affordable alternatives, despite a flexible travel policy that allowed more expensive options. Brown and her manager, the vice president of finance, decided it was high time to reward such responsible road warriors. **They began by lauding them by name in the company newsletter, mailing them coupons and small incentive gifts, and sending out letters signed by the vice president thanking them for their exemplary behavior.**

"We told them we under-

stood their choices represented a genuine sacrifice on their part, a willingness to forego the very highest quality level they could command in order to act responsibly, and that we appreciated their efforts and their attitude," Brown says.

Travelers were elated. What they appreciated most was not the gifts but the nod from management.

When a major communications initiative educated people about how travel costs affect the bottom line, that T&E is generally the second-largest expense for companies and that it is controllable, people responded.

Helpful Tools

Stock Footage

Abstracted from Presentations Dec 2005

Presenters Tool Kit

By Digital Juice. A full stock library that can juice up any presentation, this collection contains more than 40 GB of images, illustrations, templates, video and music clips. Search software is included to help you find just the right graphic. This six DVD set is compatible with Microsoft Power Point as well as Apple's Keynote. www.digitaljuice.com

Basic Tactics for Tough Questions

Abstracted from Presentations Oct. 2005

- Neutralize the emotional impact of a question by paraphrasing it.
- Turn negative questions into positive statements.
- Treat irrelevant questions the same as others.
- Manage multiple questions by handling them one at a time.
- Convert charged statements into questions you can answer

Healthy Environments

IQAir HealthPro Plus

For 36 million Americans who suffer from hay fever, or are sensitive to poor indoor air quality, this is the ideal air purifier. It removes allergens, dust, mold spores, gaseous contaminants and more. This purifier uses the same technology as is used in sterile rooms and hospitals. It is available locally from **Turn-Key Environmental Consultants - 937-335-8807**

Verizon to pay \$49 M in Bias Settlement USA Today June 6, 2006

Verizon Communications will pay about \$48.9 million as part of a settlement alleging pregnancy discrimination against Verizon predecessor Nynex and Bell Atlantic.

The award will go to 12,326 current and former female employees in 13 states and the District of Columbia. The size of the class and the estimated

value of the benefits make it the largest Equal Employment Opportunity Commission settlement of its kind on pregnancy-related service credit adjustments.

The suits alleged that the companies denied female employees retirement service credit related to pregnancy and maternity leaves of absence. The case represents

an important victory for working women who should not have had to sacrifice their pension benefits because they had children. EEOC Regional Attorney, Ms Grossman, said, "We are pleased that so many women were able to come forward and participate in this settlement. Many...will be seeing checks each month for years to come."