



What's That Smell?

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 holding discussions on 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 at: deomi.mil.

This guided discussion is focused on the What's That Smell video. The associated 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 on 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 as an opportunity to review and educate members on policy and acceptable and unacceptable behaviors. Unlawful discriminatory harassment for Department of Defense civilians is covered in DoD Instruction 1020.04.

Purpose

The objectives for this discussion:

- Define discriminatory harassment
- Discuss the video and the behaviors seen within it
- Grasp how the fear of harassment can affect the individual and the organization
- Understand how discrimination can be targeted towards national origin
- Discuss discriminatory harassment prevention strategies

Based on the objectives provided to you, what is your purpose for this discussion?

What do you hope to gain from having this discussion?

Use this space to write down important names of participants or leadership.

Preparation

This guide has been developed with the assumption 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 at: deomi.mil. The Leader's guide provides areas to consider, including:

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

Definitions

The Department of Defense Instruction 1020.04 defines the following terms:

- Harassment: Behavior that is unwelcome or offensive to a reasonable person and that interferes with work performance or creates an intimidating, hostile, or offensive work environment is prohibited.
- Retaliation: Conduct that punishes a DoD civilian employee for asserting the right to be free from harassment in the workplace. Retaliatory behaviors include, but are not limited to, reprisal, ostracism, maltreatment, and criminal acts for a retaliatory purpose.
 - Reprisal: A form of retaliation that involves taking, threatening, or recommending taking an unfavorable personnel action (demote, separate, treat unfairly, etc.); or withholding, threatening, or recommending withholding a favorable personnel action, for making, preparing to make, or being perceived as engaged in the anti-harassment process.

When does harassment become unlawful?

The Equal Employment Opportunity Commission states that harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. As stated in DoDI 1020.04 unlawful harassing conduct may include but not limited to: unlawful discriminatory harassment, sexual harassment, and stalking.

Potential Prohibited Harassment Behaviors Include:

Unwanted physical contact	Stereotyping
Offensive Jokes	Intimidating acts
Epithets or name-calling	Veiled threats of violence
Ridicule or mockery	Racial or other slurs
Insults or put-downs	Hazing
Displays of offensive objects/imagery	Offensive non-verbal gestures

Impacts of Discrimination

Anyone who experiences discriminatory harassment may be fearful of being retaliated against. An organization that allows discriminatory behaviors to persist may experience a decrease in productivity, morale, and mission readiness. It is important to ensure proper training and prevention strategies are in place to combat these behaviors.

Policies & Public Laws:

DoDI 1020.04- Harassment Prevention and Responses for DoD Civilian Employees

Title 7 of Public Law 88-352- discrimination on the basis of race, color, religion, sex, and national origin

Public Law 90-202 - discrimination on the basis of age when the aggrieved individual is at least 40 years of age

Section 701 of Title 29, U.S.C.- discrimination on the basis of Disability

Public Law 88-38- sex-based wage discrimination

Public Law 110-233- discrimination on the basis of genetic information

Notes:



Process:

Before the participant's arrival, determine and prepare the setting for the guided discussion. Ensure the video is prepared to view https://digitalcommons.deomi.mil/sc_videos/37/.

Video Description

FOR FACILITATOR USE ONLY: The video displays two Department of Defense civilian males, from two different Hispanic countries. One of the males has heated up some pupusas and the other male makes a comment about the smell of his food. The statement is offensive to the other male which then begins a heated back and forth conversation with discriminating comments being spoken to and from each. The video ends with another coworker coming into the scene to try and break up the disagreement as he has clearly become distracted from his work.

Video Participants

- **Victim(s):** DoD Civilian males
- **Perpetrator(s):** DoD Civilian males
- **Bystanders:** DoD Civilian Male in the last scene

Directions:

1. Introduce yourself.
2. Validate: Explain the purpose or objective of discussion/training.
3. Set expectations and establish ground rules.
4. Introduce the topic (Use the notes you create based on the topic).
5. Show and explain how the behaviors is categorized as discriminatory.
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. As you watch the video, be aware of the discrimination that is taking place. Someone that is experiencing discrimination may immediately shut down in the situation.
8. *Read Instructions:* After watching the video, answer the questions in your handout individually. Then later, we will share your answers with the group.
9. Show the video.
10. Have participants answer the handout questions (5-10 minutes).
Encourage them to use critical thinking as they view the questions.
11. Lead a discussion based on the questions used.

Facilitator Notes:



Facilitator Notes



Suggestions: Display the questions on a bulletin board, butcher paper, PowerPoint, or prepare them in a handout. Explain to the participants that they will need 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 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.*

→ Facilitator- Develop Questions ←

Below are potential questions and ARs for use in guiding the discussion. Prior to 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.

- How are the males acting discriminatorily?

AR: While it initially seemed to be friendly banter between the two males about their cultures, it began to escalate and become more personable as the two males begin to address each other's national origin in discriminating ways through continued comments and mockery. As stated in DoDI 1020.04, harassment includes offensive jokes, mockery, stereotyping, etc. It crosses the line into discriminatory harassment because this is about ethnicity and national origin.

- What are the potential impacts of this harassing behavior? What if they are allowed to persist?

AR: The potential impacts are low morale in the organization and decreased mission readiness. In this situation the two males arguing could make a hostile work environment for everyone around them. They may be fearful to report of the behavior and erode trust between organizational members. The behavior can affect group cohesion and distract from the daily tasks/mission.

- Who could be impacted by these behaviors?

AR: In this situation, only the immediate participants seem to be initially affected. However, at the end, another member intercedes to diffuse the situation. The behavior has expanded to involve other members and distract them from their jobs. Those being discriminated against, or feeling attacked, may become anxious and feel excluded from other group members.

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

AR: Some potential responses may include doing what the last individual did to defuse the situation. Another way could be to distract the members by assigning them a new task. It can also include educating the participants that while they seemed to be joking around, their behavior can be viewed by others as discriminatory because it is regarding ethnicity and national origin. Allowing these type behaviors to continue can cause them to escalate into bigger problems. It should be stated that this behavior is disruptive, unacceptable, and distracts others from the overall mission.

- How can you prevent further occurrences of similar behaviors in your unit? As a leader, what appropriate action can you take to address and correct this issue?

AR: Educate others to understand when personal joking can become 'too much' and a distraction to the team. Ensure members know what type of jokes are inappropriate and which topics are off limits. Develop different types of training to raise awareness on the issue. Provide research resources and training to all DoD personnel. Hold discussions in a controlled environment where all can speak freely. Use the DEOMI website to gather more information about the Principles of Prevention and create a zero-tolerance environment for such behaviors in the organization. Hold each other accountable and encourage leaders to correct perceived issues.

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

Reflection Questions

Question and AR:	
Question and AR:	
Question and AR:	

Lead the Discussion

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

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 close-ended questions.
- Remind participants of the ground rules when necessary.
- Remember to let participants know that you are listening.
- Take notes when necessary for your summary and conclusion.
- Paraphrase when participants are not clear with their answers/assist them in reaching the objectives.
- Let the discussion be fluent with little to no disruptions or corrections.



** Facilitator Note: During the conclusion, the facilitator can paraphrase some of the comments made by the participants, showing them that they were heard. The conclusion provided is just an example of how to close out the guided discussion.*

Close the Session:

You should end your session by reiterating the objectives covered at the beginning and provide closing comments.

Summary:

Restate the initial objectives:

- Define discriminatory harassment
- Discuss the video and the behaviors seen within it
- Grasp how the fear of harassment can affect the individual and the organization
- Understand how discrimination can be targeted towards national origin
- Discuss discriminatory harassment prevention strategies

Examples of other questions that can be asked during the discussion:

1. In your own words, how would you define discriminatory harassment?
2. Where have you seen these behaviors in your organization?
3. What are some preventive measures to avoid a hostile environment from occurring?
4. As a bystander, what can you do if you see someone acting in a discriminating way?
5. How can these behaviors, if gone unreported, affect mission readiness?

Facilitator's Conclusion

Potential Closing Comments:

During this discussion, we discussed how jokes, mockery, and stereotypes while may seem minor or innocuous can still be used in a discriminatory manner. Individuals being discriminated against may be fearful to report the behavior especially if the behavior came from a supervisor. If harassing behaviors are not addressed, mission readiness can decline, and a hostile work environment may occur.

To mitigate harassing behaviors, we must be proactive in prevention, address allegations without bias, and take appropriate actions if necessary. Some might consider the behaviors exhibited in this scenario harmless, but they are not. They bring division, a lack of trust, and low morale. As leaders and members, it is important that we be aware of these behaviors and impacts and do what we can to proactively prevent, diffuse, negate, and address concerns if they appear.

Handout

Video: What's That Smell

1. How are the males acting discriminatorily?
2. What are the potential impacts of this harassing behavior? What if they are allowed to persist?
3. Who could be impacted by these behaviors?
4. If you were a bystander in this situation, what would you do?
5. How can you prevent further occurrences of similar behaviors in your unit? As a leader, what appropriate action can you take to address and correct this issue?