

Retaliation Quiz

Is this Retaliation?

Below are several scenarios depicting various forms of retaliatory behaviors in the workplace. Identify if the scenario is retaliation or not.

1. A service member goes to their leader to let them know they cannot fulfill an additional duty due to a child's illness. The leader's response was unsupportive of this, and they were unwilling to work to make accommodations. The service member instead went and switched with another team member to complete the duty. In the service member's next evaluation, the leader noted that the service member did not comply with their extra duty expectations.

Is this retaliation?

- a. Yes
- b. No

2. Due to a medical illness, a service member was not able to come into work for a couple of weeks, leaving the rest of the team members to pick up the extra work hours. In the coming weeks when the service member returned, the other team members were unwilling to communicate openly about new procedures. Additionally, the service member also noted that they were not being extended invitations to lunch with the team, which was considered normal prior to their medical leave.

Is this retaliation?

- a. Yes
- b. No

3. A service member failed their PT test. As a result, the whole company was ordered to report to extra PT after the workday. As team members started gathering for extra PT, one service member commented, "Well, we all know why we are here today," while looking in the direction of the service member who had failed. As the group began to run, several team members then purposefully bumped into the service member when they ran past.

Is this retaliation?

- a. Yes
- b. No

4. A service member reported suspicions of discriminatory harassment toward a fellow service member. Within days of making their report to their IG office, they found themselves under investigation for alleged misconduct. This investigation emerged with no



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prior concerns or warnings regarding their professional conduct.

Is this retaliation?

- a. Yes
- b. No

5. A short time after a service member reported concerns to their IG about the mismanagement of a survey process aimed at evaluating unit morale, they began to be given extra duties that were outside of what would normally be associated with their position and prohibited them from the daily team engagement that was their typical working style. Additionally, they received a poor performance evaluation. This evaluation starkly contrasted with their history of commendations and consistent positive feedback.

Is this retaliation?

- a. Yes
- b. No



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Becoming familiar with the many forms of counterproductive, retaliatory behaviors is key to identifying them. Find the retaliatory behaviors listed.

Outing
Exclusion

Ostracism
Isolating

Whistleblower
Limiting

Rejection
Sabotage

Word Search

I	M	A	R	E	R	X	A	E	P	E	V	I	U	W
X	O	U	T	I	N	G	E	X	O	X	M	R	W	H
U	C	L	U	H	M	W	I	C	U	L	T	O	E	I
J	O	T	R	X	P	T	O	L	Y	O	N	L	R	S
R	S	S	T	Y	R	O	U	U	I	U	R	K	T	T
T	T	Z	J	W	S	Y	Y	S	T	I	E	J	Y	L
S	R	I	S	O	L	A	T	I	N	G	J	H	U	E
P	A	K	H	M	T	I	S	O	R	K	E	G	I	B
Z	C	B	U	A	Y	C	M	N	E	J	C	F	O	L
V	I	J	O	N	E	A	F	I	W	G	T	D	P	O
L	S	H	Y	T	R	E	B	G	T	H	I	S	L	W
K	M	D	S	D	A	U	S	N	Q	I	O	A	K	E
Y	W	G	X	Q	V	G	I	N	Q	G	N	X	J	R
B	O	S	B	H	B	I	E	L	S	F	V	G	H	Z
Q	E	P	N	E	A	R	O	W	A	D	B	C	A	M



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Answer Key:

Identify the Behaviors:

1. B
 - No, there was no lawful protected communication made. The supervisor is participating in a counterproductive work behavior by using this scenario to negatively impact his performance evaluation.
2. B
 - No, there was no lawful protected communication made. However, the service members are participating in counterproductive work behaviors such as refusing to collaborate with others and exclusion.
3. B
 - No, the scenario does show counterproductive work behaviors such as outing or excluding individuals.
4. A
 - Yes, this is considered retaliation because the service member made a lawful protected communication to the IG.
5. A
 - Yes, this is considered retaliation because the service member made a lawful protected communication to the IG.

Retaliation and reprisal have specific definitions that outline behaviors that fall within these categories. Specifically, the negative behaviors that many might consider retaliation or reprisal must meet specific requirements outlined in DoDI 1020.03, DoDI 1020.04, and DoDD 7050.06. Primarily, the negative behaviors have to be tied to the target's involvement within a protected communication or in relation to a criminal action or sex-related offense, or sexual harassment. More complete definitions and criteria for determining if a behavior meets these requirements can be found in the aforementioned policies. However, that does not mean that a leader cannot take action. Negative behaviors, such as those described in the above brief scenarios that did not meet the DoD policy criteria for retaliation and reprisal, are still likely to cause harm to individuals and teams. Organizations and leaders must proactively address harmful behaviors related to retaliation and reprisal as they are identified, even when they do not fully meet the DoD definitions for retaliation and reprisal.

