

How to Use This Facilitator Guide and the Participant Guides

This Facilitator Guide provides information on your responsibilities as a facilitator, a checklist for setting up sessions and suggestions for interacting with participants.

Facilitator notes are included for each scenario. The facilitator notes for each scenario include the following sections:

Discussion Questions: This section provides a few questions in *italics* to stimulate discussion. Each question has bulleted possible responses that may come up during the natural course of a discussion.

Optional Discussion Items: This section has additional discussion questions that the facilitator may choose to add to the discussion.

Local Discussion Items: This section allows the facilitator to customize scenario discussions by adding questions and information about local perspectives, procedures, policies or issues into the conversations.

Ending the Discussion: This section gives directions to listen to the closing comments on the scenario just discussed. This section provides facilitators with information on the **Key Points Brought out in Debrief**.

(a) Responsibilities of the Facilitator

- Pre-select a scenario from each section that is appropriate to your audience. Carefully prepare your presentation and rehearse it prior to the scheduled class.
- Guide the discussion and encourage participation.
- Defer EEO questions to the respective state EEO Manager.
- The structured approach to teaching this course will aid in your success.
- Ensure each participant has a Participant Guide to follow as you facilitate this training. Include the current DOI and BLM specific policies on prevention of harassment and EEO. Download them from our website: <http://www./nifc.gov/dwr/>
- This course is designed for all employees, both supervisory and non-supervisory.
- Coordinate your training with the EEO and HR professionals in your office to ensure you are also covering information they feel is important for your office. If this training is to be credited as Prevention of Sexual Harassment training in the BLM, please refer to Section P: Prevention of Sexual Harassment (POSH) Module. The roster must be sent to your State/Center EEO Manager to ensure credit is received for attendance.

To prepare for the course you need to:

- ✓ Confirm the date and time for the course – reserve at least two hours.
- ✓ Reserve a room.
- ✓ Notify your employees of the date, time and location of the course.
- ✓ Review the Participant Guide.
- ✓ Review the Facilitator Guide and online scenarios. Select scenarios to be used for the training, so you are ready, willing, and able to facilitate this course.
- ✓ Gather the needed equipment and supplies.

The Equipment and Supplies needed include:

- ✓ This Facilitator Guide and computer with internet access to show material.
- ✓ Participant Guide for each employee. (The same Participant Guide can be used with any of the material selected. There is a designated page for each Section.)
- ✓ Copy of *Interagency Standards for Fire and Aviation Operations* (Red Book)
- ✓ Pens or Pencils for students
- ✓ Copies of the blank roster (included in Appendix 9 of this Guide)

During the course:

- ✓ Have each employee print and sign their name on the roster.
- ✓ Follow this Facilitator Guide.

After the course:

- ✓ Enter course attendees into DOI Talent for credit. Send a copy of the training roster to the respective state training officer.
- ✓ Retain a copy with each employee's training record.

How to Interact with the Participants

Participants will view a series of video clip scenarios depicting workplace situations involving EEO, ethics, and conduct issues.

There is a pause after each scenario to allow you to engage participants in a discussion of what they have just viewed.

After each scenario discussion, start again and follow the onscreen directions.

The Participant Guide is organized to allow participants an opportunity to take notes to answer questions you present to them. You are to guide a discussion on each question with participants.

Remember, audience participation in all discussions is the key to making this training work. You can encourage their participation by:

- Creating a classroom environment in which participants feel safe to speak up.
- Asking thought-provoking questions that do not always involve simple answers.
- Encouraging as many voices to enter the discussion as possible.

Here are some general ideas to consider when asking questions and guiding a discussion.

- Know the questions you will start with in advance of the discussion.
- Be prepared to clarify things when the discussion becomes confusing.
- Encourage participants to contribute and when possible have them respond to the observations of their classmates before you add your input.
- Don't fear silence. It's absolutely essential. When you are responsible for facilitating a discussion, you may feel that a lack of response within one or two beats is stretching into an eternity. However, even if you have posed a very interesting question or situation, the participants will need some time to think and formulate a response.
- Occasionally, have the participants talk with one or two others about an answer or response for a minute or two before opening the discussion to the entire group.
- If key points are not coming up during the discussion insert them into the discussions either by talking about them directly or by asking a question that encourages participants to bring up the point.
- Be flexible.

The chart below lists all the scenarios for the Facilitator Guide.

Section A: Expectations	
A-1	Introduction and Leadership Expectation
A-2	How-to Report Harassment while on an Incident Assignment
A-3	EEO and Anti-Harassment Policy
Section B: Inclusion and Respect	
B-1	Off Duty Awkwardness – It’s movie/game night at the guard station
B-2	Condescending Comments – A crew member is offended by her supervisor’s remarks.
B-3	Supervisory Insensitivity – A new supervisor gives direction to a crew member on how to sharpen a chainsaw.
B-4	Hazing Reported – An employee describes season-long hazing during his exit interview.
B-5	Spreading Rumors – An employee speaks to a fellow employee about spreading rumors.
B-6	Inappropriate Jokes – An employee complains about inappropriate jokes.
B-7	Welcome Aboard – New employees attend orientation.
Section C: Discrimination and Harassment	
C-1	Digging Derogatory Line – Line-digging employee expresses frustration with derogatory language.
C-2	Inappropriate Reading Material -- An employee is confronted about inappropriate reading material on an engine.
C-3	Unwanted Touching – An employee is inappropriately touched while working in the dispatch office.
C-4	Passed over for Detail – An employee passed over for a detail discusses discrimination.
C-5	Racial Stereotyping – An employee stereotypes another employee by using racial humor.
C-6	Season in Review – An employee reports season-long harassment to the FMO.
C-7	No Means No – A firefighter has trouble with a co-worker and asks others for advice.

C-8	Sexual Innuendos and Harassment – A crewmember is asked to consider his behavior and that of the crew when someone from outside perceives the work area differently.
Section D: Public Perception	
D-1	Inappropriate Behavior– A restaurant owner reports rowdy crew behavior to their supervisor.
D-2	Fire Assignment Misbehavior – A crew behaves inappropriately while returning from a fire assignment.
D-3	Inappropriate Public Comments – A crew makes inappropriate comments in front of ranchers.
D-4	Inappropriate Media Comments – Crewmembers get surprised by a news crew.
D-5	R and R Behavior – An FMO and a manager discuss a crew’s reported behavior while on days off at an incident.
D-6	Public Challenges – Private citizens meet up with a crew coming off a fire.
Section E: Issues with Alcohol and Fitness for Duty	
E-1	Playing with Policies – Crewmembers find a solution to a problem.
E-2	Fitness for Duty – A crewmember reports to work with a hangover.
E-3	Call Back After Drinking – A crewmember reports for call back after drinking alcohol.
E-4	Hotel Rowdiness – Crew’s rowdiness at a hotel while on detail is reported back to the FMO.
E-5	Prescription Drugs and Fitness for Duty – A crewmember with a sore back tries to find a solution to his problem.

Section F: Social Media	
F-1	Double Dipping Photographer – An employee has a photography business.
F-2	Posting Affects Privacy – Posting photos on social media has consequences.
F-3	Posting Media Online – A firefighter’s mom hears about an accident only a few hours after it occurred from someone outside the agency.
F-4	Unintended Consequences – How a firefighter passes the time when things slow down can have unintended consequences.
F-6	Social Media– After-hours activities are spilling over into the workplace via Facebook.

F-7	WiFi Woes – Employees discuss use of government-furnished WiFi.
Section G: Ethical Behavior, Integrity, and Policies	
G-1	Hazardous Timekeeping – Coding time for a cancelled fire dispatch.
G-2	Excessive Equipment – An employee asks about donating equipment to her brother’s class.
G-3	Saving Safety Glasses – Crewmembers are replacing damaged safety glasses.
G-4	Hunting for Equipment – The District’s fire leadership goes hunting for the weekend.
G-5	Online Gambling – An employee uses another employee’s computer for online gambling.
G-6	The Ethics of Per Diem – A firefighter turns in his travel paperwork after a fire assignment.
G-7	Speaking Up for Safety – A new employee speaks up during a safety briefing.
Section H: Closeout Parting words from Fire Leadership	

Prevention of Sexual Harassment (POSH)	
P-1	Perspectives on Sexual Harassment Prevention
P-2	EEO and P.B. 18-01 Process Overview
P-3	Unwanted Touching – An employee is inappropriately touched while working in the dispatch office.
P-4	Debrief – Unwanted Touching
P-5	Sexual Innuendos and Harassment – A crewmember is asked to consider his behavior and that of the crew when someone from outside perceives the work area differently.
P-6	Debrief - Sexual Innuendos and Harassment -
P-7	A Message on Sexual Harassment

Section A: Leadership Expectations and Processes

- A-1. Leadership Expectations
- A-2. How to Report Harassment while on Incident Assignment
- A-3. EEO and Anti-Harassment Overview

Section B: Inclusion and Respect

B-1. Off-Duty Awkwardness

It's movie/game night at the guard station.

Say: Let's watch a scenario that deals with the interaction among folks who live at a guard station. As you watch, make notes on page 2 of your Participant Guide of any behavior that catches your attention.

Discussion Questions

Question 1: *Note any behaviors that catch your attention.*

- The answers to this should get the conversation moving.

Question 2: *Were there actions that made you uncomfortable?*

- Nick may be spreading rumors or warning a crew member about walking in on an uncomfortable situation. Need to know the difference between providing useful information and gossip.

Optional Question: *If you live in government-provided housing with others, how do you establish rules for being considerate of others?*

- Establish rules early in the year for use of common areas.
- Remember others also use the area.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Private conversations, in-jokes, and public displays of affection can make your coworkers feel awkward, especially in common spaces.

- It is important to be respectful. This is true on the job, as well as when you are off duty in shared housing.
- If work romances happen, they should not affect crew cohesion or make other crew members feel uncomfortable.
- It is best to avoid gossip and instead focus on your work.
- If you are aware of or experience harassment, action must be taken.
- You can contact your local HR Employee Relations or EEO Office.
- If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- We all share in a responsibility to do what's right.

B-2. Condescending Comments

A crewmember is offended by her supervisor's remarks.

Say: Let's watch a scenario about a crew member who is offended by her supervisor's comments. As you watch, make notes on page 2 of your Participant Guide of any comments that seem inappropriate.

Discussion Questions

Question 1: *List any comments that seem inappropriate?*

- It would depend on how you took the comments.
- They may be considered inappropriate because Sarah thought they were. It revolves around how people take remarks, not how they are said.

Question 2: *Would you describe the engine boss as condescending or concerned?*

- He needs to be aware of the possible implications of his comments. Sarah senses he doesn't think she is as strong or as capable as her male coworkers despite her experience and performance history.

Question 3: *What is Sarah's next step?*

- She should talk to the supervisor, someone in her chain of command or an EEO or HR professional.

Optional Question: *How could the supervisor have said the same thing without sounding condescending?*

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Stereotyping is never a good practice and can lead to issues in the workplace.

For Supervisors

- In this scenario, the Engine Boss should have made sure everyone was hydrated, not just Sarah. A few words of explanation about the equipment assignments could have also eased concerns about the any appearance of potential unfairness.
- It is important to be aware of the effects that attitude, remarks, and actions have your employees and the work being performed.
- Basing evaluations, assessments, or assignments on broad generalizations about gender, race, religion, age, color, or other categories outlined by law is wrong and illegal.
- Providing explanations for employment actions and decisions can make a significant, positive difference in the workplace.

B-3. Supervisory Insensitivity

A new supervisor gives direction to a crewmember on how to sharpen a chainsaw.

Say: Let's watch a scenario that deals with a new supervisor's training technique. As you watch, make notes on page 2 of your Participant Guide of any behavior that causes you concern.

Discussion Questions

Question 1: List any behaviors that cause you concern.

Question 2: What could Linda do to change her training technique, so Susan is successful?

- Realize that people have different learning styles.
- Consider whether the duties were appropriate for the level/grade of Susan's position.
- Sharpening chainsaws can be a difficult skill to learn and is usually the responsibility of a sawyer. It's not normally a task for a first-year firefighter.

Optional Question: What could have each person done differently to improve crew cohesion?

- Treat people with patience and respect.

- Make sure people are trained right the first time and get the training they need.
- Take the time to listen and understand what the situation or problem may be.
- Praise in public, discipline in private.

Optional Discussion Items: *What advice could the male employee give Susan?*

- Encourage her to try the technique the supervisor showed her.
- Encourage her to have a private conversation with Linda about her concerns.

Could this be a safety issue?

- Supervisor should consider whether it's a good idea to have inexperienced employees repairing important equipment.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Criticism is a normal part of the job, but it should be constructive and within the context of a supportive work environment.
- Everyone deserves respect in the workplace.

For Supervisors

- If you see this kind of behavior between those you supervise, step in. Talk to the individuals and try to resolve the issue. In the long run, it will help improve crew cohesion and efficiency.
- You, as a supervisor, play an integral role in setting the tone for the workplace. A poor management style and negative attitude can be destructive to a team and should be remedied once identified.
- Keep the lines of communication open with your employees. Providing positive support, offering constructive criticism, taking time to train employees, and being patient are all important aspects of being an effective supervisor.
- Both new employees and new supervisors require experience and time to learn the skills needed to excel in their respective roles. Seek help if you need assistance with a situation. There is a large support system available to you.

B-4. Hazing Reported

An employee describes season-long hazing during his exit interview.

Say: Let's watch a scenario that deals with issues a firefighter brings up at his exit interview. As you watch, make on page 2 of your Participant Guide of any concerns you have with this conversation.

Discussion Questions

Question 1: *Do you have any concerns with this conversation? If so, what are they?*

- Describe to the class the definition of hazing.
- Hazing is considered a form of harassment. Hazing is defined as any action taken or situation created intentionally to produce mental or physical discomfort, embarrassment, or ridicule. You can refer participants to the definition in the Glossary in Appendix 8 of the Participant Guide.

Question 2: *How should we treat new employees?*

- New employees should be treated the same as any other employee. They have the same rights to a safe and respectful work environment as everyone else.
- Training, crews, and job assignments are made by supervisors based on the skills, qualifications, and experience of individuals and the needs of the unit

Question 3: *What should we do when we become aware hazing is occurring?*

- Crewmembers have the responsibility to stop hazing when they are aware that it is occurring. Let the supervisor know what's going on. If that is not possible, bring it to someone else's attention. In some cases, a crewmember may be in a position to talk to the people doing the hazing and ask them to stop.
- Tell the person who is being hazed that they do not have to accept that behavior and advise them on what they can do.
- Any employee who believes they are being hazed has the right to speak up about the situation. This employee should talk to a supervisor sooner rather than later. They have the right to speak with someone in Human Resources (HR) or in the Equal Employment Opportunity Office (EEO).

Optional Discussion Items:

Will hazing have an effect on how people feel included in the organization?

What's the difference between the duties that new employees typically do and hazing?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Hazing is a form of harassment. It is inconsistent with employee expectations to maintain a professional work environment and is never acceptable.
- Hazing has consequences. It can involve discipline for both the perpetrator and any bystanders, who do not intervene to stop it. It can also result in the creation of a hostile work environment and personal injury to the victim.

For New/Entry-Level Employees

- Being asked to complete entry-level job responsibilities and duties consistent with your position does not constitute hazing.

B-5. Spreading Rumors

An employee speaks to a fellow employee about spreading rumors.

Say: Let's watch a scenario an employee speaking up to another about spreading rumors. As you watch, make notes on page 2 of your Participant Guide of what you think is right about this conversation.

Discussion Questions

Question 1: List what you think is right about this conversation.

- Carlos is dealing with this at the lowest level by confronting JT about his disrespectful and inappropriate behavior.
- Peer-to-peer discussion is the best place to start to deal with the problem.
- Carlos stresses the effect these rumors may have on the crew and Jess.
- Carlos is very clear about what he will do if the rumors don't stop.
- Carlos stepped up to be a leader.

Question 2: What impact does spreading rumors have on a crew?

- Affects inclusion.
- Rumors in your workplace, started based on subtle signs, cause people to jump to conclusions.
- Spreading rumors can negatively impact crew cohesion. Breakdown of crew cohesion is a safety issue.
- Spreading rumors is not professional and does not reflect the values of duty, integrity and respect.

Optional Discussion Items

Can a situation like this result in a safety issue?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Starting and spreading rumors has significant negative consequences in the workplace. It can contribute to a work environment that is disrespectful and not inclusive. It can lead to crew morale issues, which can increase the likelihood of safety issues.
- You are encouraged to step up and let others know that starting and spreading rumors is not appropriate in the workplace.
- If rumors are having a negative effect on the work environment or are not stopped when requested, you should report them to your supervisor.
- We all share a responsibility in creating an inclusive and respectful work environment.

B-6. Inappropriate Jokes

An employee complains about inappropriate jokes.

Say: Let's watch a scenario that deals with inappropriate jokes in the workplace. As you watch, make notes on page 2 of your Participant Guide of any behaviors that catch your attention.

Discussion Questions

Question 1: Note any behaviors that catch your attention.

Question 2: Did Jen show leadership? How would you have handled the situation?

- She showed leadership by letting folks know their behavior is inappropriate.

What about Kayla's advice that Justin should say something?

- ✓ Speak to the offender
- ✓ Go to the crew boss or supervisor
- ✓ Go to HR or EEO.

Question 3: How do you know when behaviors become inappropriate and begin to compromise crew cohesion?

If management or a supervisor becomes aware that comments are offensive, they must take prompt corrective remedial action to stop the harassing behavior and prevent other employees from engaging in similar behavior.

- Even just one person who feels offended or hurt affects group cohesion. To restore group cohesion someone's behavior needs to be reconsidered or changed. The issue needs to be dealt with.
- Everyone's tolerance to joking is different. Resolve inappropriate behavior early and at the lowest level.
- We all have an obligation and responsibility to say something if we see inappropriate behavior.
- If your comments are potentially destructive, don't say them.
- Behaviors are inappropriate as soon as they have the potential of adversely affecting crew cohesion.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Inappropriate humor does not belong in the work environment. It is inconsistent with Department of Interior expectations that employees display respect for others. It alienates employees from each other and fosters a work environment that is neither inclusive nor welcoming.
- Inaction can be seen as condoning the behavior.
 - ✓ If an employee crosses the line with offensive jokes, you are encouraged to let them know their behavior is not welcome and offensive.
 - ✓ You are also encouraged to bring the matter to your supervisor's attention if you are uncomfortable confronting the employee who crossed the line or if the employee does not stop the offensive behavior when asked.
- If you don't feel comfortable with confronting someone about inappropriate behavior, talk with your supervisor or an EEO professional about the issue.
- Our organization does not tolerate inappropriate behavior and misconduct.

B-7. Welcome Aboard

New employees attend orientation

Say: Let's watch a scenario about new employees at an orientation. As you watch, make notes on page 2 of your Participant Guide about what you know of the environment for the new employees in this organization.

Discussion Questions

Question 1: *What do we know about the environment for the new employees?*

- Current firefighters made comments that were unwelcome to the new employee.
- New employees were not comfortable.

Question 2: *Do you think the Fire Management Officer did a good job addressing the issue?*

Question 3: *What does inclusion mean to you?*

- Creating an environment where everyone feels welcomed, respected, supported, and valued.

Local Discussion Items *What does “doing what’s right” look like in your organization?*

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Helping new employees to feel included, welcomed, and respected has positive effects. First impressions can assist new employees in determining whether they want to stay/leave an organization and can have decisive impacts on diversity, inclusion, and group cohesion.

For Supervisors

- Inclusion is the trait of a good leader.
- In this scenario, the instructor stepped in to correct the unwelcoming behavior. It is your responsibility as a supervisor to take corrective action when you see inappropriate and unwelcoming conduct.
- Making employees feel welcomed and respected can lead to higher employee retention.
- Be sure to explain to your employees the importance of acknowledging others and recognizing their importance to the organization. This leads to inclusion. Inclusion brings diversity, and diversity makes the team stronger.

Section C: Discrimination and Harassment

C-1. Digging Derogatory Line

Line-digging employee expresses frustration with derogatory language.

Say: Let's watch a scenario where an employee uses derogatory language to express his frustration. As you watch, make notes on page 3 of your Participant Guide of the issues addressed in this scenario.

Discussion Questions

Question 1: *Note the issues addressed in this scenario.*

- Negative language expressed about the assignment.
- The use of a term that is offensive.
- Derogatory language can cause crew cohesion and inclusion problems.
- PJ never took a drink when he was ordered to hydrate.

Question 2: *What could the supervisor do?*

- Talk to PJ and Sara about their use of the derogatory word.
- Talk to PJ about his negative attitude.
- Discuss with the crew how important crew cohesion is.

Optional Discussion Items:

Did anyone notice the PPE issues in this scenario? Have any of you experienced a situation like this?

- Firefighters are not wearing safety goggles, which may be okay unless it was identified in a risk assessment. (Refer to Interagency Standards for Fire and Aviation Operation, 2016, Chapter 7, page 132.)

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- All employees have a right to an environment free from illegal harassment and discrimination.
- Derogatory terms and phrases should never be used in the workplace. Discrimination, in any form, is destructive to the work environment.

- Discriminatory and derogatory language can rise to the level of illegal discrimination and harassment, depending on its severity and duration.
- Department of Interior policy will be followed whenever a report of harassment is received. Home unit supervisors and HR Employee Relations will also be notified.
- Retaliation for reporting discrimination and harassment is illegal. If retaliation happens, it is important for the appropriate official to be notified (e.g., HR Employee Relations or EEO Manager).
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date, to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- As a supervisor, it is your duty to immediately take action when discriminatory language or any other conduct issue is observed or reported.
- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-2. Inappropriate Reading Material

An employee is confronted about having inappropriate reading material on an engine.

Say: Let's watch a scenario where an employee is confronted about having inappropriate reading material on an engine. As you watch, make notes on page 3 of your Participant Guide of any behaviors that catch your attention.

Discussion Questions

Question 1: *Note any behaviors that catch your attention.*

- The vehicle where the magazine was hidden is government property, and nowhere in or on government property is pornographic material appropriate or allowed.

- The employee's good intentions of keeping the material hidden do not matter. The employee has no defense that will stand up to scrutiny.
- While the material was hidden, it was found and caused another employee to feel uncomfortable.

Question 2: *What are our responsibilities in the workplace with situations like this?*

- We all have a responsibility to help create a harassment-free workplace.
- We have a responsibility to treat others with respect. Having pornographic materials in the work environment fails to respect the rights of others and violates the zero tolerance of sexual harassment policy.
- Employee also showed a disrespectful attitude toward the employee who turned in the magazine. We should always be respectful of other employees .

Optional Discussion Items:

Could this situation cause a safety concern?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- All employees have a right to a workplace free from unlawful discrimination and harassment.
- Government property and equipment do not belong to employees. Inappropriate materials never belong in the workplace, regardless of whether the workplace is an office, engine, or on the fireline.
- Displaying and storing inappropriate materials of a sexual nature in the workplace can rise to the level of illegal sexual harassment.
- Any employee who has been subjected to harassing conduct is encouraged to inform the person responsible for the conduct that it is unwelcome and offensive, and request that it cease. If the conduct continues, is severe, or if the employee is uncomfortable addressing the responsible person about the conduct, the employee is encouraged to report the matter
- You should report harassment to your incident supervisor unless your supervisor is the harasser. If your supervisor is the harasser, report it to the next level supervisor or a supervisor you trust. You can also contact your home unit HR Employee Relations Specialist or EEO Manager.
- There are consequences for inappropriate behavior, and it can result in discipline, up to and including removal for the perpetrator. Misconduct must be addressed regardless of whether it occurs at the home unit, during travel status, or while on an incident.

- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

- Every employee has a responsibility under the Department of Interior Prevention and Elimination of Harassment Conduct Policy, including while on an incident.

For Supervisors

- Supervisors have a responsibility to maintain a harassment-free work environment.
- Addressing conduct issues one-on-one with employees is part of a supervisor's job.
- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-3. Unwanted Touching

An employee is inappropriately touched while working in the dispatch office.

Say: Let's watch a scenario about inappropriate touching in the workplace. As you watch, make notes on page 3 of your Participant Guide about what you learned from this scenario.

Discussion Questions

Question 1: *What did you learn from this scenario?*

- It's not your intent; it's the impact of what you do.
- The unacceptable behavior is the unwanted touching of the female employee by the male employee after being told previously not to touch her. The man in the video continues to touch this woman even after being told not to do it.

Question 2: *What rights does the female employee in this scenario have?*

- She has the right to have a harassment-free workplace and to feel comfortable at work.
- She has the right to have her request not to be touched honored.
- She has the right to talk to her supervisor about the incident.
- If she felt she was being harassed, she could contact an EEO Counselor. This should be done within 45 days of the harassment.
- This protection under the law applies to all employees, not just women.

Optional Discussion Items:

What would you do if you were in the room and so witnessed the exchange?

How is this situation a safety issue?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- All employees will be provided with a workplace free from prohibited harassment.
- All of us have a duty to treat each other with dignity and respect and maintain an environment free from sexual and non-sexual harassment.
- Unwanted sexual advances can create an intimidating and hostile work environment. The behavior in this scenario could also be considered sexual harassment, which is illegal.
- Behaviors like this have negative consequences for the workplace. The behavior observed in this scenario interfered with the dispatcher's work performance and created an unsafe work environment. Behaviors like this can compromise the safety of everyone.
- If offensive conduct does not stop when requested or you feel uncomfortable confronting the perpetrator, you are encouraged to report the matter to an appropriate official.
- You should never fear reporting. Retaliation for reporting is strictly prohibited. If retaliation occurs, it should be reported immediately.
- The Department of the Interior has a strict policy to prevent workplace harassment. All employees should be aware of the Department of Interior's Prevention and Elimination of Harassment Conduct Policy and where to go to get help. Employees who are harassed may also contact HR Employee Relations and their EEO Manager.
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.

- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date, to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-4. Passed Over for Detail

An employee passed over for a detail discusses discrimination.

Say: Let's watch a scenario about an employee who was passed over for a detail. As you watch, make notes in page 4 of your Participant Guide about how she plans to deal with this issue.

Discussion Questions

Question 1: *Was Jess on the right track with her plans to proceed?*

- Yes, she was dealing with the problem at the lowest level.
- Yes, she had a progressive plan with steps a, b, and c.

Question 2: *When do you think a situation like this might be considered discrimination?*

- If it is based on the person's protected class – race, national origin, color, sex, religion, age (over 40), disability, genetic information or reprisal. (Students can name them)
- If so, what steps should Jess take? (Jess could see an EEO Counselor or EEO professional.)

Optional Discussion Items:

Could there be a legitimate reason Jess wasn't chosen for the detail?

- Yes – qualifications, experience, needs of the office, request from the other office.

What protected group is the subject of this scenario?

- Sex – Jess said she was treated differently because she is a woman.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- All employees are entitled to a workplace free from illegal discrimination and harassment.
- Talking to the decision maker to inquire about the business reasons for an action can be helpful in resolving issues.
- To ensure prohibited personnel practices are not violated, applicants may not always be aware of the factors that go into the decision-making process for a detail or selection for a vacancy.
- Sometimes, it may appear as though employees have the same set of skills or qualifications as another candidate, but many factors go into the hiring process. A selectee may have specialized experience, a unique skillset, or emphasis that makes the selecting official determine they are the best candidate for a position.
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If an employee believes they have been discriminated against, they have a right to enter the EEO process.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-5. Racial Stereotyping

An employee stereotypes another employee by using racial humor.

Say: Let's watch a scenario that deals with an employee using racial humor in the workplace. As you watch, make notes in page 4 of your Participant Guide about how Carlos handles the situation.

Discussion Questions

Question 1: *How do you feel about how Carlos handles Mike's comments?*

- Carlos did the right thing. He could have gotten angry which would have caused problems later.
- Carlos didn't overreact.
- Carlos handled the problem at the lowest possible level.
- He handled the problem and refocused back on the work at hand.

Question 2: *What can each of us do to support respect in a diverse workplace?*

- Silence equals consent.
- Treat everyone equally and fairly.
- If we have a problem, let someone know. Solve the problem at the lowest possible level.
- If we see inappropriate behavior, we need to speak up.
- Avoid discriminatory humor, comments and actions.
- Know what discrimination is and avoid it. Discrimination is against the law and certainly detracts from a cohesive work environment.

Optional Discussion Items:

What does "doing what's right" look like in your organization?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Discriminatory jokes and comments can rise to the level of harassment by creating a hostile work environment.
- Hostile work environments can make it difficult for employees to focus on the job.

- You are encouraged to speak up and ask for harassing conduct to stop if it happens to you. If the conduct continues, is severe, or if you are uncomfortable addressing the responsible person about the conduct, you are encouraged to report the matter.
- Some people think that if no one speaks up about harassing conduct, the conduct is acceptable. That is not case. Harassment never belongs in the workplace.
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- Employees who experience discrimination have a right to enter the EEO process and file a complaint.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-6. Sexual Harassment: Season in Review

An employee reports season-long harassment to the FMO.

Say: Let's watch a scenario that deals with a report of harassment. As you watch, make notes on page 3 of your Participant Guide of any concerns you have with this conversation.

Discussion Questions

Question 1: List any concerns you have with this conversation.

- All parties could have seen this behavior earlier and done something about it.
- Kayla could have mentioned it to supervisor earlier in the season.
- Glenn, the supervisor, could have talked with Kayla and the other employees throughout the season to make sure everything was okay.

- If other employees witnessed any of the behaviors, they could have talked to Kayla, Matt or the supervisor.

Question 2: *What could the supervisor have done to prevent this issue?*

- Don't appear to condone any inappropriate behaviors.
- Model the leadership values of duty, integrity and respect.
- Talk with employees often to see how they are doing.

Question 3: *What should the FMO do next?*

- Consult with an EEO Professional.
- All supervisors should cultivate a good relationship with HR, ER, and EEO professionals. If there are specific processes in your state for handling these issues, please share. When a situation like this arises, call a professional you feel can help and provide the advice you need.

Optional Discussion Items:

Have any of you experienced a situation like this?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- The Department of the Interior is fully committed to ensuring that all employees are provided with a workplace free from harassment and discrimination.
- Unwanted sexual advances can interfere with an individual's work performance and create an intimidating, hostile, and offensive work environment.
- Harassment has negative consequences on the workplace and workforce. In this case, the situation deteriorated to such a degree that Kayla, the target of harassing behavior, no longer wanted to come to work. It was also impacted Kayla's mental and physical wellbeing.
- In this scenario, the perpetrator did not stop when asked. If harassment is not reported, it will often continue. If you experience harassment, you are encouraged to report it so that it can be stopped.
- Those who engage in misconduct will be held accountable for their behavior.

- In a scenario like this, the best course of action would have been to contact HR right away to initiate a fact-finding investigation. The behavior in this scenario can be considered sexual harassment.
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

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C-7. Sexual Harassment: No Means No

A firefighter has trouble with a co-worker and asks others for advice.

Say: Let's watch a scenario about a firefighter who asks her coworkers for advice in dealing with workplace harassment. As you watch, make notes on page 3 of your Participant Guide of any issues that concern you.

Discussion Questions

Question 1: *Note any issues that cause you concern.*

Question 2: *Kim said she tried to make her point to Carter that she was not interested. What would you tell her, if you were Adam?*

- She could raise the issue with her supervisor.
- Kim could talk to someone in the EEO Office or the Human Resources Office.
- Kim needs to let her supervisor know. Because when there are allegations of harassment, they are immediately investigated through the Expedited Process. (The procedure for an Expedited Process—which means someone will investigate the issues—is included in Appendix 3.)

- Adam should let the supervisor know of Kim’s concerns about Carter before it causes more problems with the crew.

Question 3: *When does flirting become harassment?*

- When the individual you are flirting with appears to be uncomfortable or tells you, they are not interested.
- She has said no to the other employee.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

- Ask attendees to review Appendix 2: Prevention of Sexual Harassment Quick Reference Guide.
- This would be a good time to discuss the policy on prevention of sexual harassment.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- All employees have a right to a work environment free from unlawful discrimination and harassment of any kind.
- Sexual harassment is a form of gender discrimination; employees who experience it may elect to enter the EEO process.
- Employees who report harassment are protected from retaliation.
- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-8. Sexual Innuendos and Harassment

A crewmember is asked to consider his own behavior and that of the crew when someone from outside the crew perceives the work area differently.

Say: Let's watch a scenario about a discussion of how an outsider perceives a crew's behavior. As you watch, note on page 3 of your Participant Guide any concerns you have about this conversation.

Discussion Questions

Question 1: *List any concerns you have about this conversation.*

Question 2: *Some people are offended by bad language and sexual comments. How can this affect the morale and cohesiveness of an organization?*

- Everyone has the right to work in an environment free from harassment and discrimination.
- This kind of behavior can lead to problems with crew cohesiveness, morale and even safety.

Question 3: *What kind of reputation would you like your organization to have?*

- A work environment that is professional and welcoming to others.

Optional Discussion Items:

How do others see your environment?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- You have a right to a work environment free from harassment.
- Disrespectful, discriminatory words and actions undermine our mission. They can also rise to the level of illegality when they are frequent, severe, or result in an adverse employment action.
- If a supervisor fails to take action to stop harassment or participates in harassment, the next level supervisor should be advised.
- Inappropriate sexual and non-sexual behavior will not be tolerated regardless of whether the victim is another employee, intern, volunteer, contractor, visitor, or member of the public.
- Employees are encouraged to inform the perpetrator of offensive conduct that the behavior is unwelcome and offensive. If the conduct continues, the employee is encouraged to report the matter to a supervisor or HR.

- If you are aware of or experience harassment, action must be taken. Employees who witness harassment are expected to report it to the appropriate official. If you do not know where to make a report, you can go to nifc.gov to find the best point of contact and get more information. Regardless of agency affiliation, you can also always call 208-387-5454 to get help.
- If you believe you have been discriminated against based on any of the following categories, you have **45 calendar days** from the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. to contact an EEO professional to initiate the EEO complaint process. On an incident, timelines remain the same, but reporting will be to the Incident Commander.

Race; Color; Religion; Sex (including gender, gender identity, sexual orientation, and pregnancy); National Origin; Disability; Age (40 or older); Genetic Information; Reprisal for Protected EEO Activity

For Supervisors

- Managers and supervisors are required to maintain a work environment free from harassment.
- Once you become aware of harassing behavior, you have a duty to act. An investigation needs to take place in accordance with Department of Interior policy to determine the facts and whether disciplinary measures are appropriate.

C-9. Perspectives on Sexual Harassment Prevention

Prevention of Sexual Harassment Module

Note: This section is the introductory segment to Section P: Prevention of Sexual Harassment (POSH) Module. This module, when completed in its entirety meets the requirements of annually required POSH training.

Facilitator Guide for the POSH Module begins on page 52.

Section D: Public Perception

D-1. Restaurant Conduct

A restaurant owner reports a crew's behavior to their supervisor.

Say: Let's watch a scenario about a supervisor getting a report of a crew's rowdy behavior. As you watch, note on page 4 of your Participant Guide any issues with the crew's behavior.

Discussion Questions

Question 1: *List the issues with the crew's behavior.*

- The restaurant owner said crewmembers used offensive language. They offended both his employees and his customers with their language and adversely affected his ability to run a successful business.
- These crewmembers represent the government whether they think they do or not. Because of their behavior, they were not good representatives of the government. They have not fostered public confidence or trust. They have not represented themselves, the crew, and the agency in a positive way.

Question 2: What behavior does the public expect?

- Public employees are held to a higher standard, because the public pays our salaries.
- Inappropriate language can make people uncomfortable; they may be personally offended. This is true of people in the workplace and in the public at large. This inappropriate use of language can leave other people with a bad impression of government employees.
- Consequences of inappropriate behavior include disciplinary action to employees and damage to the reputation of the crew and the agency.
- The public has the right to expect that crewmembers will behave professionally while providing the services paid for with their taxes.
- The restaurant is an extension of the worksite. Sometimes the workplace is a public place. Employees always need to represent themselves in a professional manner.

Optional Discussion Items

What message should management give to the crew about appropriate behavior and expectations?

Should management response be any different if the crew was on the clock or off the clock?

What are the rules when the crew is wearing crew t-shirts or uniforms?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Public servants are held to a higher standard
- This scenario displays an example when employees did not live up to this high standard.
- There are negative consequences for this type of behavior. In this case, the behavior displayed reflected poorly on our organization. It could also result in disciplinary action for those involved.
- Stay professional and remember you represent our organization in everything you do.

D-2. Fire Assignment Misbehavior

A crew behaves inappropriately while returning from a fire assignment.

Say: Let's watch a scenario about a crew's behavior in public. As you watch make notes on page 4 of your Participant Guide any behavior that catches your attention.

Discussion Questions

Question 1: *List any behaviors that caught your attention.*

Question 2: *How should the engine boss have handled the situation?*

- Apologize to the family for the inappropriate behaviors.
- Call the crew aside and review your expectations of their behavior.
- Remind the crew that they are always in the public eye.
- Speak to the crew about their sloppy dress.

Question 3: *What if this behavior happened out of the public eye?*

- No matter how much you think you are alone, there is always some member of the public including homeowners, the media and agency officials who see you and misinterpret your actions. Horseplay can be dangerous.
- Many members of the public look up to us.
- Inappropriate behavior in public invariably gets back to your supervisor.
- We want and need the support of the community for the firefighting mission.
- The lasting effect of negative perceptions is hard to overcome.

Optional Discussion Items:

Have any of you experienced a situation like this?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- It is always important to be professional and realize your behavior reflects on the agency. This is especially true for employees in uniform and operating agency equipment like engines.
- Our agency does not tolerate inappropriate behavior like littering while on the job.

- We represent a large organization, and the image we portray to the public is important.

For Supervisors

- You should set expectations for employees to follow while on the job, in uniform, and using agency vehicles.
- Appropriate corrective action should be taken when employees do not meet expectations for their position.

D-3. Inappropriate Public Comments

Crewmembers make inappropriate comments in front of ranchers.

Say: Let's watch a scenario about a meeting between an engine crew and local ranchers. As you watch, list on page 4 of your Participant Guide any comments that cause you concern.

Discussion Questions

Question 1: List any comments that cause you concern.

Question 2: What should the supervisor have done when he got out of the engine?

- The supervisor should have approached and greeted the ranchers/permittees. He should have talked to the crew beforehand about how to act when meeting with the ranchers.
- He should have told the crew, "You need to be respectful to the public—not judgmental."
- In this case, the ranchers' livelihoods are at stake—be sensitive to the situation.
- You must keep in mind we are there to protect the public lands.

Optional Discussion Items:

What does the public expect?

- We put in an honest day's work for an honest day's pay.
- That we will always work on a positive relationship with the public—when the fires end, our relationship with them doesn't end.
- We'll consider the issues from their perspective.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Doing what's right is about integrity, standards, and professionalism.
- In the communities we live in, your behavior should reflect those values.
- Anything you can do in the field to improve relationships with our constituents will help our reputation.
- Members of the public should always be treated with respect.
- You, as an employee and public servant, are responsible for continually earning and maintaining the public's respect.
- Inappropriate comments and offhand remarks can quickly tarnish our organization's reputation.
- Information that you only know based on your official capacity should also not be shared or discussed in locations where it can be overheard by the public.

D-4. Inappropriate Media Comments

Crewmembers are surprised by a news crew.

Say: Let's watch a scenario about a crew being interviewed by a reporter. As you watch, make notes on page 4 of your Participant Guide about how this situation could be handled.

Discussion Questions

Question 1: *How could this situation be handled?*

- Follow local policy on who talks to the media.
- Acknowledge the public can take comments the wrong way – “great” fire season means something different to different people.
- Make sure you know who can talk to the media so you can answer their questions and point them in the right direction.

Question 2: *Which statements made by the firefighters will most likely be on the evening news tonight?*

- We're having a “bad” fire season.
- We're not making any money.

Optional Discussion Items:

What should be the expectation of the public?

- We put in an honest day's work for an honest day's pay.
- That we will always work on a positive relationship with the public.

- Being a civil servant means keeping in mind the public’s perspective.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- The firefighters in this scenario started out on the right path by asking the reporter if she had checked in with the Public Information Officer. It's when they start deviating from the facts that the situation starts to deteriorate.
- When you speak with the media, you are representing the entire wildland fire community.
- It is critical to follow your local policy on who should talk to the media.
- Make sure you work with your public affairs specialists if your role could involve talking to the media. They can coach you on effective interviewing techniques.
- It is a safe assumption to make that when a reporter is around, you are being recorded and could be quoted. Try to stick to the facts without inserting personal opinions.
- The media can be one of our best allies in conveying critical information to the public.
- Keep in mind the agency’s definition of a good fire season when talking to the media

Agency’s Definition of a Good Fire Season:

A season when firefighters and the public are safe, and resources and property are protected.

- Be sensitive to the people you serve.
- Remember, you are always in the public eye.

D-5. R & R Behavior

An FMO and a manager discuss a crew’s reported behavior while on R & R.

Say: Let’s watch a scenario showing an FMO and a manager discussing a crew’s reported behavior while on R&R. As you watch, list on page 4 of your Participant Guide of any concerns you have with this conversation.

Discussion Questions

Question 1: List any concerns you have about this conversation.

Question 2: *The public knows very little about our profession and what we do. How can we make sure we are presenting ourselves well while in public?*

- Be professional – even when off the clock – you’re always in the public eye.
- You represent your crew, your agency, and all wildland firefighters.
- The public may not understand your behavior even when you are not doing anything wrong.

Optional Discussion Items:

What’s the purpose of days off at an incident?

What is our local policy regarding alcohol use when on fire assignment and on days off at an incident?

- Discuss local policies and management direction for days off at an incident and fire assignments.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Your conduct can be subject to scrutiny when you are away from the office.
- You're always representing the agency, including during rest and recuperation time.
- Act responsibly to manage your fatigue.
- You're expected to be sharp and ready to go when you return to the assignment.
- The public may not understand your actions even if you're NOT doing anything wrong. We can't control when our actions are misinterpreted, but we can control the image we portray.
- Your actions can have an effect on your crew’s and organization’s reputation.

For Supervisors

- It's important that supervisors clearly communicate their expectations for behavior during rest and recuperation time.

D-6. Public Challenges

Private Citizens meet up with a crew coming off a fire.

Say: Let's watch a scenario about a meeting of private citizens and a crew coming off a fire. As you watch, note on page 4 of your Participant Guide what we know about this situation.

Discussion Questions

Question 1: *What do we know about this situation?*

- Crew is coming off a shift.
- Crew has a pre-determined plan if something didn't look right (crew boss nods to crew member who calls dispatch).
- Crew boss was courteous to the private citizens and explained what they were doing.

Question 2: *What tips do you have for the crew?*

- Establishing a plan with crew in case things get out of hand is a great idea.
- Be ready to call dispatch with a description of the car including the license plate and a description of the individuals.
- Always be professional and courteous.

Question 3: *Did you see any safety concerns with the discussion with the two members of the public?*

Question 4: *How important is it to have positive interactions with the public?*

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Most people are appreciative of firefighters and the work you do.
- If you are approached by an upset citizen, do not argue or engage in debate with them. State your work mission and do not deviate from it.
- In this instance the crew boss explained why the crew was resting and remained professional and courteous. This approach goes a long way in educating the public on the work we do.
- Awareness on behalf of the crewmembers is also important. A glance from the engine boss to the firefighter was a signal for her to radio dispatch about what was happening.

- It's important to have a pre-determined plan in place for situations like this.
- It is also advisable to be prepared to provide a description of the individual, vehicle, license plate number, location, and other pertinent details in case the situation escalates.

Section E: Issues with Alcohol and Fitness for Duty

E-1. Playing with Policies

Crewmembers find a solution to a problem.

Say: Let's watch a scenario that deals with crew members looking for a way around policy. As you watch, list on page 5 of your Participant Guide anything that might be considered questionable behavior.

Discussion Questions

Question 1: *List anything in this scenario that might be considered questionable behavior.*

Question 2: *Is this "technically" breaking the rules? What is the role of rationalization in their actions?*

- If you look for loopholes or technicalities, you are probably breaking the rules.
- They are using government extension cord and power for the beer fridge.

Question #2: *What is Darren's liability in buying beer for an underage crewmember?*

- Providing alcohol to minors is against the law.

Optional Discussion Items:

What is your policy on allowing alcohol at a guard station? Please explain local policy and expectations.

Have any of you experienced a situation like this?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- When you start to look for loopholes that allow you to get around policy, or even break the law, you've already gone too far. The difference between bending and breaking a rule is often nonexistent.

- If you are trying to justify actions not in line with policy, it is an indication that you are not headed down the right path.
- You should never provide alcohol to those under the legal age limit. You should also not consume alcohol if you are under the legal age limit.

For Supervisors

- Supervisors are expected to establish a common understanding of rules and expectations within each unit.

E-2. Fitness for Duty: Hangovers

A crewmember reports to work with a hangover.

Say: Let's watch a scenario about a crew member reporting to work with a hangover. As you watch, list on page 5 of your Participant Guide any behaviors or actions that caught your attention.

Discussion Questions

Question 1: List any behaviors or actions that caught your attention.

Question 2: What should the supervisor do immediately?

- The supervisor should assess the situation and send individuals home who are not fit for duty.
- The supervisor has the authority to send an employee home.

Question 3: What are some other issues to consider?

- If the employee is drunk, don't let them drive home.
- Employees should report to work fit for duty. Employees must show up for work in a condition to fulfill their duties. Employees can be disciplined for not being fit for duty.
- The hung-over crewmembers may not be at the top of their game. The overall safety of the crew requires that each one pulls their own weight. Hung-over crewmembers may be more of a liability than a help, especially in an emergency. They may perform poorly on the fire line. The rest of the crew will have to cover for them.
- Crewmembers have a right to expect their work environment will be as safe as possible. Safety becomes a large concern when impaired or hung-over crewmembers are on the job. They can and do cause accidents. They can cause a crew to be shorthanded or lose their only driver. Impaired and hung-over crewmembers can put their own unit, as well as the resources and lives they are expected to protect, at risk.

Optional Discussion Items:

Have any of you experienced a situation like this?

How is this situation a safety issue?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to Debrief.

Key Points

For All Employees

- The Department of Interior has the expectation that you are fit for duty when you come to work.
- Drinking and doing drugs on the job is prohibited and has consequences. It can compromise the safety of your crew and put them at risk. It can also result in discipline, up to and including removal.
- While marijuana may be legal in some states, possession and consumption of it is a violation of federal law.
- Providing alcohol to those under the legal age limit is against the law. You could also be held liable for actions taken by those you provide alcohol to if they are under the legal age limit.

E-3. Call Back After Drinking

A crew member reports for call back after drinking alcohol.

Say: Let's watch a scenario about an employee who reports for a call back after drinking. As you watch, list on page 5 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: List any part of the conversation that causes you concern.

Question 2: What is responsibility of the supervisor?

- Order other resources; don't let the impaired employee drive.

Question 3: What is the responsibility of the employee who had been drinking?

- Employees have a responsibility to inform their duty officer that they have had some drinks before they report to work.
- The duty officer should not let the employee drive.
- Refer to local policies on alcohol use when called back to work.
- When it comes to alcohol use, everyone needs to use his or her best judgment and err on the side of caution.
- Employees must be able to perform their jobs at a satisfactory level and be fit for duty.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- You observed this real-life scenario involving an off-duty employee being called in to work after hours. Both the employee and the duty officer had a responsibility in this case.
- In this case, the employee being called in should have informed his boss that he had been drinking, and the duty officer should never have let him, or anyone who had been drinking, report to work.
- If you are not fit for duty, you must turn down the assignment
- There are consequences if you show up to work unfit for duty. If you do this, you are placing others' safety in danger. You will also be subject to discipline, up to and including removal.
- Firefighter and public safety are top priorities.
- The Department of Interior has an expectation that when you report to work, you're ready and capable to do the work and do it safely. If you are not fit for duty, you must let the duty officer know that you cannot report to work.

For Supervisors

- It's critical for supervisors to establish clear expectations up front and never allow someone who is not fit for duty to report for work.

E-4. Hotel Rowdiness

A crew's rowdiness at a hotel while on a detail is reported back to the FMO.

Say: Let's watch a scenario that deals with a crew's off-duty misconduct. As you watch, list on page 5 of your Participant Guide any concerns you have with the crew's behavior.

Discussion Questions

Question 1: List any concerns you have with the crew's behavior.

Question 2: If you were the supervisor, what points would you bring out when you met with the crew?

- Impact on the unit's professional reputation

- Safety and fitness for duty
- Public perception
- Destruction of property and breaking the law
- Off-duty misconduct unbecoming a federal employee can result in disciplinary action.

Question 3: *How difficult will it be to overcome the disapproval of those who witnessed or heard about the behavior?*

- Affects public perception as well as in the Bureau.
- One bad incident can affect the reputation of an entire state.
- Nobody talks about the crews that didn't get in trouble. "Hey, did you hear about that crew that went to _____ and did a great job?"
- You must always act in a way that will strengthen public confidence in your role as a public servant and an employee of the Federal government.

Optional Question: *Do you think these employees are fit for duty?*

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues. Discuss local policy for behavior on details, alcohol use while on detail.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- What we do after hours can affect fitness for duty the next day and impact public perception of our organization.
- You must be fit for duty in order to report to work. It's a safety concern if you're impaired or unable to perform your duties.
- It's up to each of us to represent the agency with the highest regard for duty, respect, and integrity.

E-5. Prescription Drugs and Fitness for Duty

A crewmember struggling with a sore back tries to find a solution to his problem.

Say: Let's watch a scenario about how a crew member finds a solution for a bad back. As you watch, list on page 5 of your Participant Guide anything the employees do that might be questionable.

Discussion Questions

Question 1: *List anything Alan does in this scenario that might be questionable.*

Question 2: *Is Alan (the person taking the drug) fit for duty?*

- No, he was complaining of a bad back and we're unsure if he'll be able to perform his duty in a safe and effective manner.
- No. He has taken a drug he doesn't know anything about how it could affect him.

Question 3: *Should the crewmember talk to his supervisor about his injury?*

- Yes, especially, if they are unable to perform assigned duties, even if they occurred off the job. The supervisor and Alan could explore the options available to him including leave or a work adjustment.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- You must be fit for duty and ready to take on an assignment when you are at work.
- The Department of Interior does not tolerate illegal drug use.
- Taking another person's prescriptions is illegal drug use and makes you unfit for duty.
- There are consequences for illegal drug use. It creates safety issues for those around you. This type of misconduct will also result in discipline, up to and including removal.
- Even if a drug is legally prescribed to you, it could still result in your being unfit for duty.
- Injuries or any other factor that could impair your ability to work safely and effectively should also be reported to your supervisor.

Section F: Social Media

F-1. The Double Dipping Photographer

An employee has a photography business.

Say: Let's watch a scenario where an employee discusses her photography business. As you watch, list on page 6 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: *List any concerns you have with this conversation.*

Question 2: *Is selling photos you took on government time legal?*

- It is a violation of federal code (5CFR 2635.101(b)) to use a federal job for private gain.
- Federal law prohibits employees from participating in a commercial activity that interferes with official duties and responsibilities.

Question 3: *What are the appropriate uses of photos and videos?*

- They can sometimes be used as documentation for accidents and events.

Question 4: *What are the safety concerns of taking pictures at an incident?*

- It's impossible to practice "looking up, looking down, looking all around" when you are focusing on taking photos.

Optional Discussion Items:

Have any of you experienced a situation like this?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Federal law prohibits employees on the clock from participating in any commercial activity. You can't be paid by an outside source for activities while on duty.
- You can always share your photos with your public affairs team, but safety always comes first.
- If you have questions about what an outside source is, check with an HR Ethics Specialist.

F-2. Posting Affects Privacy

Posting photos on social media has consequences.

Say: Let's watch a scenario about the consequences of posting on social media. As you watch, list on page 6 of your Participant Guide any behaviors that cause you concern.

Discussion Questions

Question 1: *List any behaviors that cause you concern.*

Question 2: *When is posting a photograph considered harmless?*

- It can always be harmful because you can't control the distribution and the length of time people have access to it.
- You should answer these questions before you post:
 - Will it hurt or embarrass someone?
 - Will it portray employees in a negative light?

Question 3: *Are there benefits and consequences of using personal social media on the job?*

- It may be used to document accidents or events.
- You could lose situational awareness by getting involved taking pictures.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Be careful when posting photos to social media. Once a video or photo is posted on a social media site, it will be available to a worldwide audience.
- No amount of likes from posting a photo or video is worth the risk that it could offend, irritate, or display loss and tragedy.
- Before posting, take a strategic pause and think about the potential repercussions of posting it. Will it hurt or embarrass anyone? Does it contain news that would be better conveyed through formal means? How will it portray firefighters and the organization?

F-3. Posting Media Online

A firefighter's mom hears about an accident only a few hours after it occurred from someone outside the agency.

Say: Let's watch a scenario about what happens when a video is posted on the Internet. As you watch, list on page 6 of your Participant Guide any concerns you have with the scenario.

Discussion Questions

Question 1: *List any concerns you have with this scenario.*

Question 2: *Who do you think placed the rollover video on the Internet and do you think it was very responsible?*

- Could have been a crewmember or someone else at the accident scene.
- Taking the time to take the video could have compromised safety of the individual and their co-workers.

Question 3: *Could a firefighter taking pictures and videos during an incident such as this affect situational awareness?*

- Anytime someone is distracted from their primary mission, it will affect situational awareness and compromise their safety and the safety of others.

Optional Discussion Items:

When is it okay to do this?

- Tools like this can allow great images and information that can be shared with family and friends, the home unit and national audiences.
- Always be mindful not to post material that portrays firefighters in unsafe, unprofessional, or embarrassing situations.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- The Department of Interior expects you to exercise sound professional judgment.
- Never lose your situational awareness.
- It is important to consider we live in an era where everyone has a smartphone and news travels fast. You must consider the sensitivity of family members. No one wants their parents, spouse,

partner, or any member of their family or friends to learn of troubling news by way of an external source.

- Be thoughtful about what you put out there before sharing. Prior to posting anything, consider whether it could damage our organization's and the fire community's professional image. Never compromise the reputation or safety of yourself or others.
- If information is shared online that has a negative impact on the agency or its employees, there could be consequences for those responsible, up to and including removal.

F-4. Unintended Consequences

How a firefighter passes the time when things slow down can have unintended consequences.

Say: Let's watch a scenario about a discussion of using social media at work. As you watch, list on page 6 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: *List any concerns you have with this conversation.*

Question 2: *The tweeter, WildlandZ_FireFighter, said she does this to pass the time. Is it an appropriate way to spend that time or is there something else she should be doing?*

- Don't forget you always have a day job and to make sure that work is done first.
- Don't let using social media affect your safety or productivity.
- Recognize there are slow times during the fire season and find ways to spend time effectively.

Question 3: *What should we consider before posting anything on-line or elsewhere about our agency or work environment?*

- What you may intend as private opinions may come across as agency policy – make sure you state that the posting is your opinion.
- You shouldn't post any material that wouldn't be appropriate for a bulletin board or to talk about at an all-employee meeting.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Social media posts travel fast, especially if content includes personal details or opinions.

- It's important to avoid giving the impression that you're speaking for the agency.
- You should use good judgement. If you feel that you couldn't openly share material in the workplace, it probably isn't appropriate for social media or the web.
- Use of social media should not affect your productivity or safety. If loss of production becomes an issue, it could result in disciplinary action.

F-5. Social Media

After-hours activities are spilling over into the workplace via Facebook.

Say: Let's watch a scenario dealing after-hours activities posted on Facebook showing up in the workplace. As you watch, note on page 6 of your Participant Guide what the employees saw and what they assumed.

Discussion Questions

Question 1: *What did they see and what did they assume.*

Question 2: *What potential problems might arise if there is an actual relationship between the supervisor and the employee?*

- It could be viewed as the supervisor giving Karen preferential treatment or favoring her over others, which is illegal.
- If the supervisor is making decisions based on non-work or non-merit factors, it could be considered a prohibited personal practice.

Question 3: *When will material on your Facebook page become a concern for the agency?*

- When you expose people you work with to embarrassment and show them as unprofessional.
- People could draw incorrect conclusions about the agency
- You could be held accountable for postings that are harmful to the agency or co-workers.
- Morale could be hurt if co-workers object to others posting pictures.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Think about potential unintended consequences before you make any posts to social media.

- It is important to exercise good judgement with the content you share on social media.
- Think about the consequences of engaging in discussions online that that could affect the workplace. If it affects the agency, it becomes a work issue.
- Work etiquette shouldn't be abandoned when you're off the clock. When you work for your agency, you represent it both on and off the job.

F-6. WiFi Woes

Employees discuss use of government furnished WiFi

Say: Let's watch a scenario where two employees discuss using government furnished WiFi. As you watch, note on page 6 of your Participant Guide what you know about this situation.

Discussion Questions

Question 1: *What do we know about this situation?*

- It's after hours.
- Employee is using a personal computer on the government furnished WiFi.
- He could be viewing something that is considered inappropriate which could create a hostile work environment or cause problems with crew cohesion.

Question 2: *Is there a difference between using a government computer and a personal computer on government furnished WiFi?*

- All government-provided networks may be monitored. All information, including personal information may be monitored. There should be no expectation of privacy for use of a government provided WiFi.

Question 3: *When is it appropriate to use WiFi for personal reasons?*

- Limited personal use is permitted but it can't affect the performance of official duties. It must be of reasonable duration and frequency.
- Not using the system in a way that reflects poorly on the government including activities that are illegal, inappropriate or offensive to fellow employees, partners, contractors or the public.

Local Discussion Items

This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- WiFi is government equipment, even if you are using your own device.
- Any information on a government network is monitored, regardless of the device and there is no expectation of privacy.
- It's best to use government WiFi in the same way you use your government computer, phone, or other property and avoid using it for anything inappropriate like streaming music or accessing adult content.
- If you download anything personal with lots of data, you could slow down network speed. This could result in a loss of productivity for other employees who are using the WiFi to perform work.
- Inappropriate use of WiFi can result in disciplinary action, up to and including removal.

Section G: Ethical Behavior, Integrity and Policies

G-1. Hazardous Timekeeping

Coding time for a cancelled fire dispatch.

Say: Let's watch a scenario about the hazards of not following the rules when reporting time. As you watch, note on page 7 of your Participant Guide any issues that cause concern.

Discussion Questions

Question 1: *Note any issues that cause you concern.*

Question 2: *Is falsifying your timesheet worth the risk?*

- No, employees are responsible for completing their timesheet truthfully. In an instance like this, if they believe that coding for hazard pay was incorrect, they should speak up.
- This kind of issue is being reviewed and audited frequently. You must ensure accuracy.
- Miscoding can lead to disciplinary action.

Question 3: *What are the supervisor's responsibilities?*

- Supervisors are responsible for the accuracy of the timesheets they approve. It's their responsibility to know the rules and regulations for coding time.

Optional Discussion Items

Have any of you experienced a situation like this?

You can use the *DOI Department Manual Table of Offenses and Penalties* to illustrate what can happen when time is miscoded.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- In this scenario the employees asked for guidance, and the supervisor knew they were not entitled to hazard pay, but he didn't correct the false information on their timesheets. Falsifying timesheets is fraudulent. It can also result in disciplinary action, up to and including removal.
- All of us share a responsibility to conduct ourselves in a way that aligns with our organization's values. This includes every aspect of firefighting, even administrative tasks.
- When you are on an assignment, the finance section can provide you with information if you have any questions regarding your timesheet. HR at your home unit can also provide you with information on timekeeping policies.

For Supervisors

- You, as a supervisor, are responsible for knowing the rules and regulations for coding time.
- You have a responsibility to make certain that employees' timesheets are correct.

G-2. Excessive Equipment

An employee asks about donating equipment to her brother's class.

Say: Let's watch a scenario about a discussion of donating excess equipment. As you watch, list on page 7 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: List any concerns you have with this conversation.

Question 2: What are your responsibilities with government property? What about fire equipment?

- Ensuring that all property is used for official purposes only. If you think you have an exception talk to property management staff.

Question 3: When is it acceptable to take government property? What if it's for really good causes – schools, charities?

- It is never acceptable to take government property.
- Property has nothing to do with trust. It is government property. We are accountable to the public.

- Information on legal disposal of government-owned personal property is found in the guidebook, G-1520-6 Personal Property Disposal. Check with property management staff.

Optional Discussion Items:

Have any of you experienced a situation like this?

You can use the *DOI Department Manual Table of Offenses and Penalties* to illustrate what can happen to employees when they take government property.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Property intended to be surplus belongs to the government.
- Excessing property follows a strict protocol. Unauthorized removal of equipment is not appropriate.
- Even equipment and supplies going to schools and charitable organizations need to be accounted for and excessed through the property management system.
- If you have questions about property management, you should consult your local property management specialist.

G-3. Saving Safety Glasses

A crew is replacing damaged safety glasses.

Say: Let's watch a scenario about a discussion on ordering new safety glasses. As you watch, list on page 7 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: *List any concerns you have about this conversation.*

Question 2: *What does "pass the red face test" mean to you?*

- Being able to show what I did could be published in the paper without embarrassing me.
- Some people also call it "TUO" testifying under oath – would you be comfortable TUO about your decision?

Question 3: *What is the process for purchasing supplies and equipment? What is appropriate when purchasing equipment?*

- Procurement is complicated and procedures change. Ask a procurement specialist/expert. There are no stupid questions.

Optional Question: *If you have a purchase card, what are your responsibilities?*

- Use this scenario to discuss purchasing and credit card use.

Optional Discussion Items:

Have any of you experienced a situation like this?

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- As government employees, we have a responsibility to NOT spend more money than we need to. This doesn't mean you always have to buy the cheapest item. Durability and quality also matter.
- When making purchases, always ask yourself what would be considered the best value to the government. For example, if a less expensive pair of safety glasses enables you to do your job safely, then you shouldn't buy ones that cost more.

G-4. Hunting for Equipment

The FMO and AFMO go hunting on the weekend.

Say: Let's watch a scenario that shows an FMO and an AFMO getting ready to go hunting for the weekend. As you watch, list on page 7 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Question 1: *List any concerns you have with this conversation.*

Question 2: *Is it ever appropriate to borrow government equipment?*

- No.
- Ensure that all property is used for official purposes only. Official purposes are “activities or actions required to accomplish specific job elements of Bureau work, or in direct support of authorized Government programs, objectives, and goals.” If you think you have an exception talk to your property management staff.

Question 3: *What if the employees are leaders in the organization? What example are they making?*

- Leadership sets the tone for an office.
- Actions as leaders, whether right or wrong, are viewed by employees as okay.

Optional Discussion Items:

Have any of you experienced a situation like this?

You can use the *DOI Department Manual Table of Offenses and Penalties* to illustrate what can happen when employees misuse government property.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Government property belongs to the public because it was purchased with tax dollars.
- You cannot use or borrow government equipment for personal use.

For Supervisors

- Ensure your employees are aware of policies concerning appropriate use of government equipment.
- Always set a positive example for behavior. Employees look to leadership to set the tone for an office.

G-5. Online Gambling

An employee uses another employee's computer for online gambling.

Say: Let's watch a scenario that depicts an employee gambling online. As you watch, list on page 7 of your Participant Guide any behaviors that catch your attention.

Discussion Questions

Question 1: *Note any behaviors that catch your attention.*

Question 2: *What behaviors are inappropriate in this situation?*

- User IDs are to be used only by the individual they are assigned to.

- Using a government computer for gambling is prohibited. It doesn't matter if you are in the office or signing on remotely in a fire camp. Use of all government computers in all these situations is monitored.
- When you get up from your computer you should lock it to password protect it.
- When at work you should be conducting government business.

Question 3: What are the possible consequences?

- You are accountable for ALL activity under your account.
- You can be held responsible for sites that you did not visit yourself.
- Violations can result in disciplinary actions up to and including removal.
- There may be consequences for a variety of inappropriate uses of government computers. See IM No. 2006-191, Zero Tolerance Policy of Internet Misuse to Access Prohibited Websites.
- Even if he uses a personal account, the consequences will be the same because it's a government computer.

Optional Discussion Items:

Have any of you experienced a situation like this?

You can use the *DOI Department Manual Table of Offenses and Penalties* to illustrate what can happen to employees who misuse government computers.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- User IDs are to be used only by the individual owner. There are no exceptions.
- Users of government computers consent to monitoring and have no reasonable expectation of privacy.
- It is never acceptable to use government equipment for personal use or to visit inappropriate websites.
- Improper computer use can result in disciplinary action, up to and including removal.

G-6. The Ethics of Per Diem

A firefighter turns in his travel paperwork after a fire assignment.

Say: Let's watch a scenario about a discussion on travel reimbursements. As you watch, list on page 7 of your Participant Guide any concerns you have with this conversation.

Discussion Questions

Facilitator Note: The tendency will be for the conversation to move toward what is and is not allowable on a travel voucher. Focus instead on behavior, personal responsibility and integrity.

Question 1: *Note any concerns you have with this conversation.*

Question 2: *What is your responsibility in this situation?*

- You must always be honest in completing your paperwork, not just for travel but also for timesheets and procurement.
- “Do What’s Right” is about professionalism, ethics and integrity. It is incumbent on everyone to uphold the established standard and “do what’s right” even though it isn’t always the easiest or most advantageous thing to do. The supervisor is responsible to review travel authorizations and vouchers for accuracy. The supervisor should ask people who are designated as travel experts any questions or concerns they have.

Question 3: *What resources do we have at our local office to help us through incident business and travel-related issues?*

- Let the attendees know who the travel and incident business experts are in the office and how to reach them.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Be honest when completing your paperwork, not just for travel, but also for timesheets and procurements. Make sure you take enough time to verify that they are correct.
- If something doesn't seem right, ask for clarification.
- Falsifying time and travel can be classified as theft or fraud. It can result in penalties, up to and including removal.

For Supervisors

- It's important to take the time to train new employees to ensure they learn the rules and regulations.
- As a supervisor, it's your responsibility to review paperwork for accuracy.

G-7. Speaking Up for Safety

A new employee speaks up during a safety briefing

Say: Let's watch a scenario that shows employees receiving a fire briefing. As you watch, list on page 7 of your Participant Guide what you think is happening in this scenario.

Discussion Questions

Question 1: *What is happening in this scenario?*

Question 2: *What are the consequences if the fire fighter hadn't spoken up?*

- They may not have had a weather briefing, which could have resulted in a safety issue for the crew.

Question 3: *How important is it for a crew or office to create an environment where an employee can speak up?*

- It's important for an office to have an environment where everyone feels they can speak up.
- Not having the opportunity to speak up could cause inclusion problems.

Local Discussion Items This is an opportunity to bring in local perspectives, procedures, policies or issues.

Ending the Discussion Return to the Debrief.

Key Points

For All Employees

- Whether you are receiving a briefing or giving it, be prepared to deal with interruptions.
- It's a good idea to bring an Incident Action Plan and a notepad, in case you need to jot down questions that you may not remember if you are interrupted.
- You have the right to refuse an assignment you feel is unsafe.

For Supervisors

- An Incident Commander or crew boss should always be prepared for a briefing and have a plan to deal with unexpected interruptions.
- It's important to foster an environment where employees are encouraged to speak up and contribute to the dialogue. Failing to do this can result in information being left out, which can lead to safety concerns for the entire crew.

H-1. Closeout from Fire Leadership

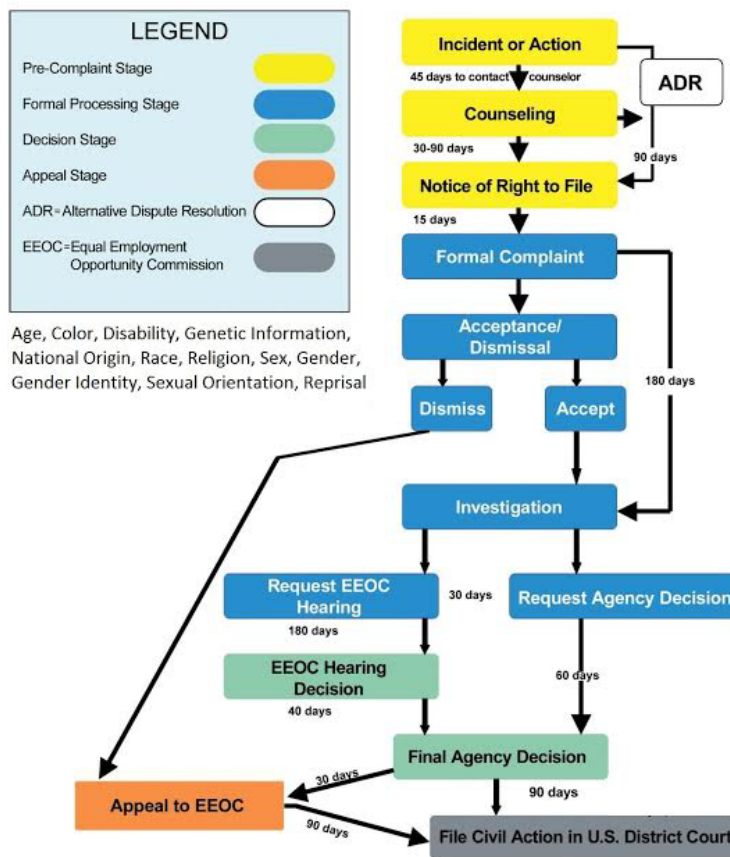
Appendix 1 -The EEO Process

You may file an Equal Employment Opportunity (EEO) complaint if you believe you have been discriminated against on one or more of the following bases: race, color, religion, sex (including gender, gender identity, sexual orientation, and pregnancy), national origin, disability, age (40 or older), genetic information, and reprisal for protected EEO activity. The general procedures are outlined below

Who Can File?

Agency employees, former employees, and applicants for employment may file an EEO complaint.

U.S. Department of the Interior OS/OCR
Federal EEO Discrimination Complaint Process
29 C.F.R. PART 1614



NOTE: ADR is available at any stage of the process.
A complaint can be withdrawn at any stage of the process.

If you have any questions or need specific information regarding the process, please contact the Employment Complaints and Adjudication Division at 202-208-5693.

Informal Stage

You must begin the EEO complaint process by contacting an EEO Counselor within 45 calendar days of the date of the incident that gave rise to your complaint or, if it's a personnel action, within 45 calendar days of its effective date. The informal stage of the EEO process provides an opportunity to raise questions, discuss allegations, get timely information, and seek resolution.

What Counselors Do

- Explain the EEO complaint process to you and advise you, in writing, of your rights and responsibilities
- Listen and help you specifically identify your claims of employment discrimination
- Inform you about Alternative Dispute Resolution (ADR)
- Conduct a limited inquiry into your allegations
- Discuss your concerns with an appropriate official who has authority to resolve your allegations
- Attempt to resolve your concerns informally
- Discuss your allegations with appropriate officials, but they will use your name only with your permission. You have the right to remain anonymous during the informal stage.

EEO Counselors **never** act as advocates either for you or management.

EEO Counselors **never** issue determinations regarding whether or not discrimination occurred.

Your EEO Counselor has 30 calendar days from when you report your allegation to attempt an informal resolution of the matter. The 30-day period for EEO counseling may be extended up to an additional 60 calendar days if you agree, in writing, to an extension.

You may wish to pursue an informal solution through the Alternative Dispute Resolution (ADR) process. The EEO Counselor will discuss this option with you. The goal of the EEO Counselor is to facilitate an informal resolution of the matter between the parties when possible. A trained mediator from either inside or outside DOI may be assigned to mediate your claim. The mediator is a neutral, objective, and impartial problem solver who will be able to assist you and management in joint problem solving. If you agree to participate in ADR, the informal stage will last a maximum of 90 calendar days.

If your claim is not resolved during the informal stage (either through EEO Counseling or ADR), you will be provided, in writing, with a Notice of Final Interview (NOFI) and Notice of Right to File a Formal Complaint of Discrimination (NRTF).

Alternative Dispute Resolution – Mediation

ADR is an umbrella term for any one of several approaches to settling disputes and is a strategy for producing winners on both sides of a conflict. ADR can be used to resolve both informal and formal EEO matters. If you choose ADR, your rights to traditional administrative redress and due process systems are preserved if ADR fails.

Why Choose ADR

- It promotes the early resolution of EEO disputes
- It reduces disruptions resulting from interpersonal conflicts in the workplace
- It promotes lasting solutions and may reduce the potential for future conflict
- It fosters an environment of teamwork and cooperation

Mediation

Mediation, a type of ADR, is a confidential problem-solving process conducted in a neutral environment. It can be a timely, cost-effective and less stressful alternative to other processes. Mediators are trained to facilitate communication about difficult issues. They guide individuals in reaching mutually agreeable solutions to disputes using a process which ensures that the concerns of all parties are understood and considered.

Who Uses Mediation?

Mediation can be appropriate when disputing parties want to resolve conflict and take responsibility for implementing agreed-upon solutions, especially when the primary relationship between the disputants extends beyond the conflict at hand. Mediation can help you to attain a better understanding of the issues.

Who Are the Mediators?

Mediators may be employees of BLM or another agency, private sector practitioners, or qualified persons from other sources. Mediators are neutral and do not render judgments or decisions.

Formal Stage

You have 15 calendar days from the date of your receipt of the NOFI and NRTF to submit your formal complaint in writing.

It is important to know that if you do not file your formal complaint within the 15-day time limit, DOI can dismiss your complaint.

Your formal complaint must be specific and must be limited to the matters discussed with the EEO Counselor during the informal stage. The formal complaint should be filed using DOI Form DI-1892 and mailed or hand-delivered the address indicated on the NOFI or NRTF. The DI-1892 form may be obtained from your EEO Office. If your formal complaint is accepted, it will be investigated by an impartial investigator.

Investigation of Complaints

DOI has 180 calendar days from the date you filed your complaint to complete the investigation and provide you with the Report of Investigation (ROI). Extensions may be necessary to complete the investigation. During the investigation, you will have an opportunity to present the facts that you believe show unlawful discrimination.

You have 30 calendar days from your receipt of the ROI to elect for either a Final Agency Decision (FAD) by DOI or a hearing before an Equal Employment Opportunity Commission (EEOC) Administrative Judge.

Final Agency Decision

If you request a FAD, the Office of Civil Rights (a neutral division within DOI) will issue a written FAD on your complaint within 60 calendar days after DOI's receipt of your notice of election for a FAD.

If your complaint involves a matter appealable to the Merit Systems Protection Board (MSPB), you will be issued a written FAD, without a hearing, by the Office of Civil Rights on the claim(s) appealable to the MSPB within 45 calendar days from the date of completion of the ROI.

The FAD will include an analysis on the merits of each claim accepted in your complaint or a decision to dismiss some or all of your claims. If a finding of discrimination is made, the FAD will also identify the corrective action to which you are entitled.

Hearing

If you request a hearing before an EEOC Administrative Judge, you will be allowed to present witnesses and evidence on your behalf to the Administrative Judge. The Administrative Judge will issue a decision on your complaint that will be subject to a final order by the Office of Civil Rights Director.

Your request for a hearing must be sent directly to:

- the appropriate EEOC District Office with geographic jurisdiction; and
- the Bureau EEO Office.

Once you have elected a hearing, the EEOC Administrative Judge will have full and complete authority over your complaint.

The Administrative Judge will issue a decision on your complaint which will become the final action of DOI unless DOI appeals the Administrative Judge's decision.

Appeal Stage

If you are dissatisfied with the FAD or the EEOC Administrative Judge's decision, you may, within 30 calendar days of your receipt of the FAD or final order after a hearing decision, submit an appeal to the Equal Employment Opportunity Commission, Office of Federal Operations via:

- P.O. Box 77960, Washington, D.C., 20013; or
- facsimile to (202) 663-7022.

You must also send a copy of the appeal to:

- Office of Civil Rights Director, U.S. Department of the Interior, 1849 C Street, N.W., MS-4359, Washington, D.C., 20240.

Civil Action

In lieu of an appeal to the EEOC, you may, within 90 calendar days of your receipt of the FAD or final order after a hearing decision, file a civil action in the appropriate United States District Court. Also, you may file a civil action 180 calendar days after you filed your individual complaint if a FAD has not been issued and you have not appealed to the EEOC.

If you file an appeal with the EEOC and are not satisfied with the EEOC's decision, you may file a civil action in the appropriate United States District Court within 90 calendar days of your receipt of the EEOC's decision or after 180 days from the date you filed the appeal if there has been no decision by the EEOC.

Authorities

Title 29 Code of Federal Regulation (CFR) Part 1614

Additional EEO Protections, Exceptions, and Process Information

Freedom from Retaliation

The complainant, representatives, witnesses, EEO Officers, investigators, and EEO counselors are to be free from restraint, interference, coercion, discrimination, or retaliation at all stages of an EEO complaint. If any of these persons allege retaliation, they may file an individual complaint of discrimination.

Age Discrimination Complaints

For complaints based on age, you may choose to forego the complaint process and go directly to court. You must advise the EEOC 30 calendar days before such filing in District Court.

Equal Pay/Compensation Discrimination

An individual alleging a violation of the Equal Pay Act (EPA) may go directly to court and is not required to file with the EEOC beforehand. The time limit for filing an EPA charge with the EEOC and the time limit for going to court are the same: within two years of the alleged unlawful compensation practice or, in the case of a willful violation, within three years. Filing with the EEOC under the EPA does not extend the timeframe for going to court.

Appendix 2 -Prevention and Elimination of Harassing Conduct Policy

[Personnel Bulletin No. 18-01](https://www.nifc.gov/eo/docs/PB18-01.pdf) (<https://www.nifc.gov/eo/docs/PB18-01.pdf>) updated and amended the Department of Interior's policy on providing a work environment free from harassment by (1) defining unacceptable conduct that violates this policy; (2) outlining the rights and responsibilities of employees, supervisors, and managers; and (3) establishing reporting procedures and accountability measures. These procedures ensure that appropriate officials are notified of, and have the opportunity to promptly correct, harassing conduct that is, or has the potential to become, so severe or pervasive as to constitute a legal claim of harassment.




United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

MAR 23 2018

Memorandum

To: Assistant Secretaries
Heads of Bureaus and Offices
Solicitor
Inspector General

From: Edward T. Keable 
Acting Deputy Assistant Secretary for Human Capital and Diversity

Subject: Implementation of the Department's Prevention and Elimination of Harassing Conduct Policy

Today, we are taking the next critical step in ensuring that the Department is fully prepared to address all forms of harassment. As part of the Secretary and Deputy Secretary's commitment to ensure that proper steps are taken to deal with problems as they arise and to hold people accountable where the facts warrant, please find attached the new Department of the Interior policy on the Prevention and Elimination of Harassing Conduct, Personnel Bulletin 18-01. This policy meets the Equal Employment Opportunity Commission's recommended elements for anti-harassment programs and enables the Department to best protect our employees from harassing conduct.

The policy's purpose is to provide a work environment free from harassment by ensuring that appropriate officials are notified of and have the opportunity to promptly correct harassing conduct; clearly communicating that the Department will not tolerate harassing behavior; and requiring that management address harassing conduct and hold employees accountable at the earliest possible stage, before the conduct rises to the level of harassment within the meaning of anti-discrimination law by becoming "severe or pervasive." In addition to providing a clear definition of unacceptable harassing conduct, the policy also establishes required reporting procedures and accountability measures.

Appendix 3 - Administrative Grievance Procedures

DOI Administrative Grievance Procedure, Part 370 DM, Chapter 771

Applicability – the grievance procedure is available to non-bargaining unit employees of the Department of the Interior and those bargaining unit employees who are not covered by a negotiated procedure or contract. Bargaining unit employees who are represented by a Union and covered under negotiated procedures should follow the grievance process contained within their respective contract.

Grievance – a request by an employee for personal relief in a matter of concern or dissatisfaction relative to their employment and which is subject to the control of management.

Policy – DOI encourages prompt, informal resolution of any dissatisfaction or disagreement amongst employees at the earliest opportunity and the lowest level possible. The DOI administrative grievance policy is a collaborative process, which promotes the use of ADR and attempts to avoid a “win-lose” outcome. Employees are free to use the grievance process without restraint, interference, coercion, discrimination, or reprisal.

Alternative Dispute Resolution (ADR) – a process for seeking consensual resolution of the issues and concerns underlying a grievance.

Informal Procedure/ADR – prior to engaging in the formal grievance process, the grievant and the grievance official are strongly encouraged, where appropriate, to engage in ADR in an attempt to resolve the issue. An employees must present a grievance in writing **within 15** days (all references to “days” means calendar days, unless otherwise stated) of the particular action or inaction giving rise to the grievance, or **15** days from the date the employee became aware of the action/inaction.

An informal grievance must be submitted in writing to the grievance official with a copy provided to the Servicing Human Resources Officer (SHRO). The option to pursue ADR, if not already considered and rejected, will be raised by the SHRO for consideration by the grievant. If there is no agreement to enter into the ADR process, the grievance official must provide the grievant a written decision within 10 days. If the relief requested is not granted, the grievant is to be advised of the time limit in which to request further consideration under the formal procedure. (In general, the time frame in which to request formal consideration is within 7 days of receipt of the informal decision or from the end of the ADR process).

Employees are not required to engage in the informal process where their grievance is related to a written reprimand or other disciplinary action that has provided an opportunity to respond and a subsequent decision in the matter. In those cases, employees may proceed directly to the formal grievance procedure

Formal Procedure – If the grievance is not resolved at the informal/ADR level, an employee may file a formal grievance. Formal grievances must be filed in writing, using the AGF (DI 7600) form and must include a copy of the informal decision or ADR termination document, as appropriate. Once accepted, the formal grievance will be assigned to an appropriate deciding official as determined by management in consultation with the SHRO. At management's discretion, ADR may again be offered at this point, which, if used, may hold the grievance in abeyance for up to 45 days. An employee is entitled to make an oral presentation on the grievance matter if they have requested to do so when completing the DI 7600 grievance form. The deciding official will provide a written response to the grievant within 20 days from the date the grievance matter was referred to them, or, if requested and made, 20 days from the date of the oral presentation. The decision/response from the deciding official should include a summary of the grievance, the consideration given to it, and the conclusion reached. The decision of the deciding official is final and there are no additional rights of appeal

Do What's Right

Appendix 4 - Beginning-of-Season Talk

Good morning everyone, and welcome to the start of another fire season. I look around the room and I see several new faces, as well as many who are returning from last season. Welcome to all of you. I thought I would take a few minutes this morning to share my expectations for the coming fire season. We've got a full schedule this week, so let's get started.

First, let's talk about how we interact with each other. We're all professionals here, so we need to remember that as we do our jobs. Fire season lasts a long time, and things will go a lot better if we each do our jobs, treat each other with respect, and focus on trying to make this the best fire organization we can. If you see something that needs to be done, please let your supervisor know, or better yet, see if you can get it done yourself. We'll use after-action reviews throughout the season, and I expect you all to actively participate.

You folks who have been here awhile know we have a pretty good reputation for running a safe and professional fire program. For the new folks, please know that we've worked hard to build that reputation and we want to keep it. To do that, we need to focus on several things.

Above all, we need to keep safety at the forefront of everything we do. We'll make sure you have the training and you just need to put it into practice, not just on the fireline, but in all aspects of your jobs.

We also need to watch how we act when in the public eye. Our image needs to match our performance: competent and professional. When you talk to members of the public, remember that you work for them, and that you are representing our fire program. While at work, I expect you to keep your shirts tucked in and your hats on straight. Roughhousing will not be tolerated, not only because it sends the wrong message to the public, but also because that's when people get hurt.

Drive defensively, obey the speed limits, and stay alert. Often, you'll be working long hours, and that's when you really need to focus on driving safely. Require everyone in your vehicle to wear their seatbelt. As you drive through town, please be especially courteous to other drivers.

As public servants, not much we do goes unnoticed. You're never really out of the public eye, out in the field or even after hours. You'd be surprised at what get backs to me, and if I hear about it, you can be sure other people are hearing it too. Remember, everything you do reflects on the rest of us and the reputation of this organization.

We have zero tolerance regarding the use of drugs and alcohol while on duty. If you choose to go out in the evening and have a few drinks, make sure that you're ready and able to work when you report to duty in the morning. I don't want to see you dragging yourself around, hung over and hurting. That kind of behavior becomes a safety issue, and I sure don't want to see you or your co-workers hurt because of it. If you've been out during the evening and you get a fire call, don't

bother showing up. Let the person calling know you can't respond, and just stay home. We can't have you under the influence of drugs or alcohol while at work.

We also have zero tolerance regarding discrimination and harassment in our organization. If you mess up in this regard, there will be consequences. If you find yourself being harassed or discriminated against, let me know, go to a supervisor, manager, the Human Resources Office, OIG, or an EEO professional. If you see or hear it, let someone know. The quickest way to ruin morale around here is to ignore even a hint of harassment or discrimination, and if morale suffers, then safety suffers. If you want to succeed, remember the Golden Rule, and treat people with the courtesy and respect that you expect.

I'm excited about the coming fire season. I'm counting on you to help me set a high standard and live up to it.

Do What's Right

Appendix 5 - Glossary

Discrimination: Treating a person or a group of people less favorably. Federal law prohibits employment discrimination based on race; color; religion; sex (including pregnancy, sexual orientation, or gender identity); national origin; disability; age (40 years old or older); genetic information (including family medical history); and reprisal for EEO activity (e.g., filing a complaint of discrimination, participating in a discrimination proceeding, or opposing workplace discrimination).

Prohibited Harassing Conduct: The DOI's definition is broader than the legal definitions for sexual and non-sexual harassment. Harassing conduct prohibited by DOI policy is defined as unwelcome conduct, verbal or physical, including intimidation, ridicule, insult, comments, or physical conduct, that is based on an individual's protected status or protected activities under this policy, when:

1. the behavior can reasonably be considered to adversely affect the work environment; or
2. an employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct.

Protected status for DOI's Prevention and Elimination of Harassing Conduct Policy is defined as an individual's race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, or political affiliation.

Protected activity covered under DOI's Prevention and Elimination of Harassing Conduct Policy includes reporting harassing conduct, discrimination or retaliation; filing a claim of harassment; providing evidence in any investigation; or intervening to protect others who may have suffered harassing conduct, discrimination, or retaliation. A manager may not fire, demote, harass, or otherwise take any personnel action against an individual for reporting an allegation of misconduct under this policy.

Hazing: Action taken or situation created intentionally to produce mental or physical discomfort, embarrassment, or ridicule. Hazing is considered a form of harassment.

Hostile Work Environment: Conduct based on a status, category, or activity protected by law or policy that is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Sexual Harassment: Unwelcome conduct or comments based on sex (including pregnancy, sexual orientation, or gender identity) that are so frequent or severe that they create a hostile or offensive work environment or result in a negative employment action. Sexual harassment can include unwelcome sexual advances, unwelcome requests for sexual favors, or other offensive conduct based on sex.

Do What's Right Course Roster

The people listed below attended this course and completed the course exercises.

	NAME (PRINT CLEARLY)	SIGNATURE	JOB TITLE	AGENCY/OFFICE	SUPERVISOR
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					

Facilitated by: _____

Date: _____

Email: _____

Location: _____

List the Scenarios used for this Session:

At least one Scenario from Section C is required for each session.

Prevention of Sexual Harassment (POSH) Module

Section	A	B	C	D	E	F	G	H
Scenario								

If you complete the POSH Module, send a copy to your State/Center EEO Manager and Training Coordinator for entry into DOI Talent.