



Equal Employment Opportunity Management Resource Guide Fort Bliss, Texas



In a Healthy Work Environment
Management:

In an Unhealthy Work Environment
Management:

General Management Practices

- Continues to manage *performance* and disciplines improper conduct.
- Gives timely feedback to employees on performance and conduct issues.
- Respects the integrity of the EEO process.

- Makes employment decisions based on personal bias instead of merit.
- Tolerates reprisal against those who participate in the EEO process.
- Is not “in touch with” the workforce.

Complaints

- Provides training and information to the workforce about EEO.
- Participates in good faith in the EEO Process.
- Addresses workplace disputes in a timely manner.
- Uses available resources to resolve workplace issues (EEO, CPAC, JAG).
- Remains calm and professional during EEO complaints.
- Documents the actions they take.
- Fairly manages performance and disciplines poor conduct.

- Ignores workplace disputes and allows problems to escalate.
- Views people who contact EEO as whiners and trouble-makers.
- Believes that EEO complaints are personal attacks.
- Retaliates against individuals who engage in the EEO process.
- Fails to post EEO policies and/or EEO contact information.
- Is afraid to discipline employees due to threats of an EEO complaint.

Reasonable Accommodation

- Engages in the “interactive process” with employees who request a reasonable accommodation.
- Requests medical documentation only after consulting with HR and EEO.
- Keeps disability issues confidential.

- Assumes they know what accommodation an employee needs.
- Ignores disability issues brought to their attention.



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Participating in Mediation (Alternative Dispute Resolution)

- Prepares for the Mediation.
- Comes to the Mediation with an open mind.
- Listens and considers the other viewpoints expressed during the Mediation.
- Considers the use of creative solutions (money is not the only remedy).
- Looks for the long term “win-win” solution.
- Follows through on the terms of the settlement.

- Disregards the viewpoint of the other party involved.
- Rushes through the Mediation.
- Settles the complaint just for the sake of settling.
- Looks for the “quick fix.”
- Fails to comply with the settlement.
- Enters the mediation with a closed mind.

Prevention of Sexual Harassment

- Ensures a professional, respectful work-environment.
- Treats men and women equally.
- Ensures that their employees are trained regularly on the prevention of sexual harassment.
- Addresses allegations of Sexual Harassment seriously and quickly.
- Understands their responsibility to conduct an inquiry when allegations arise.

- Stereotypes employees based on sex.
- Tolerates or ignores inappropriate behavior in the workplace.
- Fails to take action when allegations are brought to their attention.
- Allows materials and conversations of a sexual nature in the workplace, such as inappropriate e-mails, pictures, and jokes.
- Fails to address inappropriate relationships between managers and subordinates.

Contact Information and Resources

If you have any questions about the information provided above or need additional information; please contact the Fort Bliss EEO office at: (915) 568-3510.