

**Exploring Capital Metro's Sexual Harassment Training using
Dr. Bengt-Ake Lundvall's taxonomy of knowledge principles**

by

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Abstract

Sexual harassment training is one of the best tools to prevent sexual harassment in the workplace. What managers learn during sexual harassment training as well as what employees take away is a sign of how well the training was conducted.

The purpose of this applied research project is threefold. First, it explores Dr. Bengt-Ake Lundvall's principles of the taxonomy of knowledge in relation to sexual harassment management training at Capital Metro Transit Authority. Second, this research study assesses Capital Metro's sexual harassment management training using the Lundvall taxonomy principles. Third, it uses the results of the assessment to make recommendations to improve Capital Metro's sexual harassment management training.

Lundvall's knowledge principles are used to construct the conceptual framework. The framework is used to explore sexual harassment management training at Capital Metro. A case study consisting of document analysis and structured interviews is utilized to perform this assessment.

Given the documents analyzed and structured interviews conducted, it seems as if the formal structure to support Lundvall's taxonomy in relation to sexual harassment training for managers is in place at Capital Metro. However, of the four knowledge principles, *know who* is the least supported. This knowledge principle should be addressed in order to further develop Lundvall's taxonomy of knowledge principles at Capital Metro Transit Authority.

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Chapter 1 Introduction

Recognizing the Importance of Sexual Harassment¹ Training

Scenario: Mr. I.M. Wise, HR Director of Any Agency Inc., was concerned that his managers were not learning all they needed to know about workplace sexual harassment. He had just returned from a conference and had spent hours consoling a colleague (Mr. Up Set) whose agency was in the middle of a sexual harassment law suit. He was haunted by Mr. Set's constant refrain, "With just a little knowledge, this whole incident could have been avoided." As a result, Mr. Wise enrolled in an HR train-the-trainer seminar – "What New Managers Need to Know about Sexual Harassment Issues." During the seminar, Mr. Wise learned many tips on conducting proper and thorough training for new managers. Mr. Wise decided to share what he learned with his Any Agencies Training Coordinator, Mr. Flip Charts.

Any Agency, Inc. has a new set of managers coming this spring and Mr. Wise wants to incorporate what he learned in the seminar into a "Workplace Sexual Harassment Issues" in-house training workshop. Mr. Wise wants to make sure all of the necessary knowledge principles are covered in this training for his new managers.

Mr. Wise called Mr. Charts to his office to share the material that needed to be incorporated into the workplace sexual harassment training workshop. He told Mr. Charts that there are four knowledge principles that must be learned to get the most out of training (during and after). These knowledge principles are know what, know how, know why and know who.

¹ For another Texas State Applied Research Project dealing with Sexual Harassment, see Gonzales (2005).

Mr. Wise felt certain that after these principles are mastered, employees' would have all of the knowledge necessary to manage a workplace free of sexual harassment.

Several months later Mr. Charts is beginning his first Workplace Sexual Harassment Issues workshop. He faces a set of fresh faces some of who seem eager to be there. Mr. Charts always starts the training with a Question and Answer session. The questions as well as the manager that asked them are as follows:

*Mr. Landon Court asked, **what** is the true definition of sexual harassment, what are its laws, what is Any Agencies policy?*

*Ms. Onna Journey asked, **how** do I report, or document sexual harassment? How does the agency investigate sexual harassment?*

*Mr. Inita Policy (who despises training) asked, **Why** do we follow these policies and procedures? Why do we have to receive sexual harassment training in the first place?*

*Ms. Bea Honest asked, **Who** do we contact if we see or experience sexual harassment? Who do we contact locally or federally?*

*Mr. Charts smiled and praised the group for their insightful questions. He promises to cover all of the questions regarding **know what, know how, know why and know who** during the new sexual harassment training session for managers.*

Workplace sexual harassment is a problem that affects employees and all types of organizations.² As White (2008, 1) notes, it's important for anyone who supervises employees to have a solid understanding of what sexual harassment is and to know how to recognize the implicit and explicit warning signs of dangers that put themselves, their employees, and their companies at risk. Managers who are not properly trained often allow risky behaviors to take place simply because they do not fully understand what is considered sexual harassment.

In addition to knowing how to recognize harassment, managers must know why it's essential to be proactive in putting a stop to such actions, as well as how to do so. Managers are often shocked to learn that their companies are liable for sexual harassment that occurs in the workplace whether or not they were aware that it has taken place. White (2008, 1) also notes that managers need to know the appropriate way to respond to complaints of sexual harassment if such are made, regardless of whether or not they believe the allegations to be valid.

According to White (2008, 1), "The best way for companies to reduce the risks they face regarding sexual harassment in the workplace is to start with a solid sexual harassment training program and to follow it up by taking steps to ensure that their managers have a working knowledge of how to deal with inappropriate behaviors and allegations of sexual harassment". Sexual harassment training for managers should be a main component in every company's training program.

² For another article dealing with Sexual Harassment within organizations see Butler and Schmidtke (2010).

In regard to training, it is important that managerial sexual harassment training supplies the managers with all of the necessary knowledge that will enable them to handle sexual harassment issues and situations that arise in the workplace.

Capital Metro Transit Authority³

Capital Metropolitan Transportation Authority (Capital Metro) is the public transit system currently serving the greater metropolitan area of Austin, Texas. Capital Metros' life story begins on January 19, 1985, when voters in Austin and the surrounding area approved the creation of the Capital Metropolitan Transportation Authority. The voters agreed that the communities would support the agency with the proceeds from a one percent sales tax. Voters in that 1985 election also approved a service plan that expanded the existing Austin city bus service and called for the development of a light rail transportation system to serve the area. Figure 1.1 depicts Capital Metro bus in front of the 2910 East 5th office building in Austin Texas.

Figure 1.1 Capital Metro passenger bus

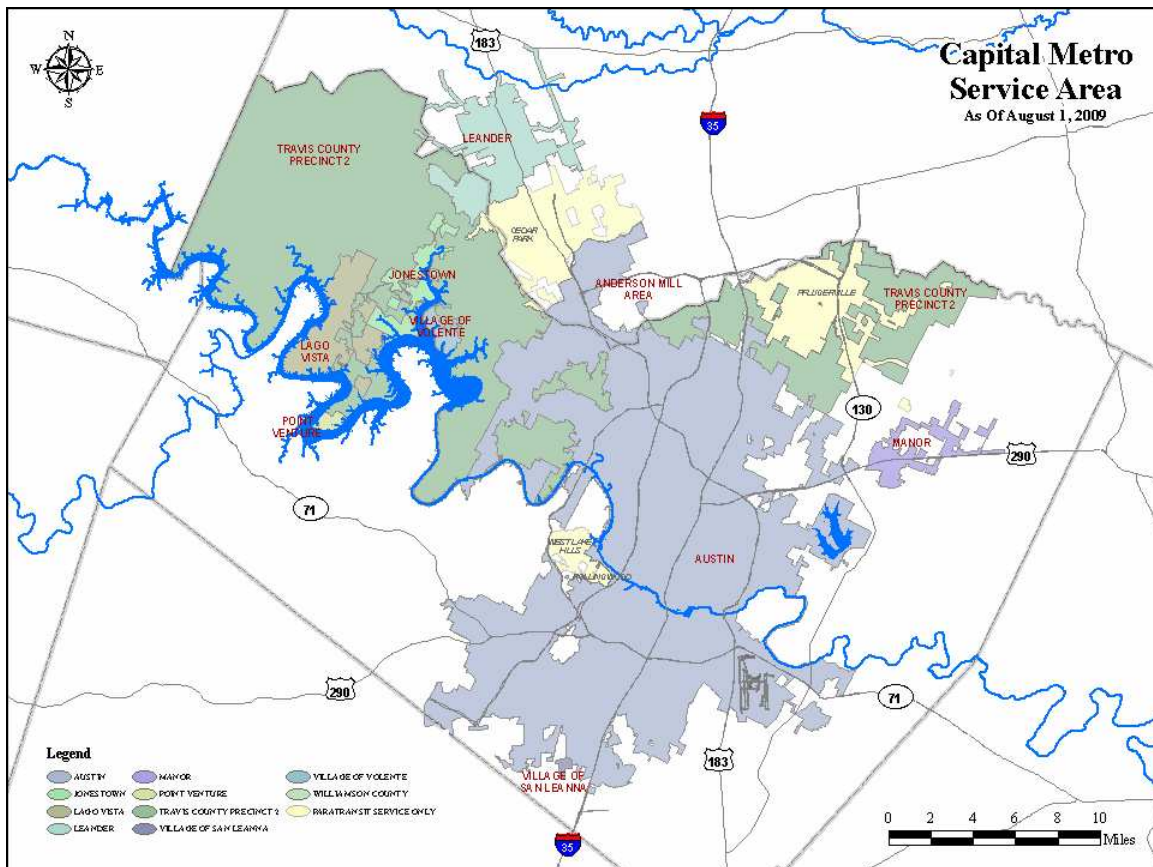


Picture source: www.capmetro.org

³ For another Texas State Applied Research Project regarding Capital Metro, see Douglas (2006).

Ten capital-area jurisdictions voted to participate in Capital Metro, including Austin, Cedar Park, Highland Lake Estates, Lago Vista, Leander, Pflugerville, Rollingwood, San Leanna, West Lake Hills, and the Anderson Mill area of Williamson County. Figure 1.2 provides a depiction of Capital Metro’s service area.

Figure 1.2 Capital Metro Service Area Map



Map source: www.capmetro.org

Capital Metro is made up of approximately 1,200 full time employees. Upper management includes:

- 1 President/CEO, 8 Executive Vice Presidents
- Approximately 60 supervisors and managers that are distributed among 28 departments throughout the agency.

Research Purpose

Sexual harassment training is one of the best tools to prevent sexual harassment in the workplace. What employees learn during sexual harassment training is a sign of how well the training was conducted.

The purpose of this applied research project is threefold. First, the project explores Dr. Bengt-Ake Lundvall's taxonomy of knowledge⁴ in relation to sexual harassment training for managers at Capital Metro Transit Authority. Second, this research study assesses Capital Metro's managerial sexual harassment training using the Lundvall's knowledge taxonomy. Third, it uses the results of the assessment to make recommendations to improve Capital Metro's sexual harassment training for managers.

Summary of Chapters

Capital Metro's sexual harassment training is discussed in chapter 2. Sexual harassment's historical, legal and training settings are discussed in chapter 3. Dr. Bengt-Ake Lundvall's knowledge principles, along with the conceptual framework, are discussed in chapter 4. Chapter 5 introduces the case study method used to explore sexual harassment training using Lundvall's principles at Capital Metro. Chapter 6 presents the results of the study, then analyzes and evaluates the findings. Chapter 7 provides conclusions and recommendations for introducing more ideas to strengthen Capital Metro's sexual harassment training program for managers.

⁴ For another Texas State Applied Research Project regarding Lundvall's taxonomy of knowledge, see Ruiz (2010).

Chapter 2 Capital Metro Sexual Harassment Training

Chapter Purpose

This chapter reviews Capital Metro's sexual harassment training program. This chapter discusses the employer's obligation to its employees, and the current way sexual harassment is conducted at Capital Metro.

Sexual harassment training

An employer's obligation with regard to maintaining a workplace free of sexual harassment arises before any act of sexual harassment occurs. The EEOC requires that employers take reasonable steps to prevent harassment before it occurs. It is critical to have comprehensive sexual harassment policies as well as complaint and disciplinary procedures in place to prevent sexual harassment. These alone however, will not prevent workplace sexual harassment. Organizations use formal training to ensure that managers learn these policies and procedures and learn attitudes and behaviors consistent with said policies. Part of doing business in civilized society requires that all managers understand their responsibility with regard to appropriate workplace conduct. Sexual harassment can be curbed substantially - if not entirely eliminated - from the workplace by knowledge, training, and leadership.

Sexual harassment management training can also be an efficient way to bring managers and supervisors up to speed on current laws, issues and trends that all managers and supervisors need to know. Capital Metro's managers need to learn and have comprehensive knowledge of sexual harassment. Learning about workplace sexual

harassment and the policies to mitigate such harassment will be beneficial for the overall development of Capital Metro's managers.

Capital Metro's sexual harassment training program

Capital Metro transit agency is made up of approximately 1,200 employees (60 managers) all within 28 different departments. Training this number of employees is a tough endeavor. At Capital Metro, regular employees (non-management) are trained on sexual harassment every other year for about one hour. Managers and supervisors are trained annually for about four hours. Managers and supervisors are also trained separately from regular employees. The reason for the separation is to focus on the importance of the managers' role in regard to being responsible for their subordinates' actions, to be held accountable, to be held to a higher standard and to remind them that they are representatives of the agency.

The department at Capital Metro that is responsible for sexual harassment training of all of the managers is the Equal Employment Opportunity (EEO) department. The EEO department is made up of one (1) EEO officer. At Capital Metro, the EEO officer reports to the Executive Vice President of Administration and also works closely with the Human Resources Director.

The EEO officer trains the managers and supervisors by relying on the Capital Metro EEO Basics training manual. This manual was put together in October 2005. This manual goes step-by-step through the sexual harassment training for the managers and supervisors at Capital Metro. Included in the manual are the EEO presentation slides, EEO policy, Capital Metro anti-harassment policy, definitions, procedures, complaint

form, sexual harassment case scenarios, sexual harassment landmark cases, and the acknowledgment form. The manual is designed so that the HR manager or HR trainers can follow the manual and train Capital Metro managers and supervisors on sexual harassment.

Managers are asked to be involved in the training by asking questions and becoming involved in role-play managerial situations. Managers are also asked to watch a sexual harassment video during the sexual harassment section of the training class. After the training is over, managers are asked to sign an acknowledgment form to show they attended the training and received the EEO/Harassment policies. After the acknowledgement form is signed, managers are asked to fill out the evaluation⁵ form. The evaluation form is used to see if the training went well and to ask participants for recommendations to improve the training for the next time.

The next chapter examines the literature on the many facets of workplace sexual harassment.

⁵ See Appendix A for the Capital Metro Evaluation form.

Chapter 3

The Many Facets of Sexual Harassment

Chapter Purpose

This chapter reviews and examines the literature on the many facets of sexual harassment. The chapter begins with an examination of the literature on the history of sexual harassment policy, definitions, laws, prevention, policy, training and evaluation. According to Shields and Tajalli (2005, 8), “a literature review enables the student to get to know their topic, connect the larger literature to their work experience and refine the research question or problem.”

History of sexual harassment policy

The Civil Rights Act of 1964 was a landmark piece of legislation in the United States. This act included Title VII, which outlawed discrimination⁶ based on race, religion, color, national origin and *sex* in employment. In the late 1970's the courts began holding that sexual harassment is also prohibited under the Act. In 1986, the Supreme Court held in *Meritor Savings Bank v. Vinson* that sexual harassment is sex discrimination and is prohibited by Title VII of the Civil Rights Act of 1964. The U.S. Supreme Court ruled that a woman who allegedly had sex with her boss a number of times, because she feared losing her job if she did not, could sue for sexual harassment. The question was not whether the employee's conduct was voluntary but whether the boss's conduct was unwelcome.

⁶ For other Texas State Applied Research Projects dealing with Discrimination see Gonzalez (2005), Hernandez (2007), Williams (1998).

The Supreme Court decided that an employer can be held liable for sexual harassment committed by supervisors if it knew or should have known about the conduct and did nothing to correct it. In 1998, the United States Supreme Court issued decisions in *Faragher v. City of Boca Raton* and *Burlington Industries v. Ellerth* clarifying an employer's liability for the conduct of supervisors.

In the *Faragher* case, the plaintiff was a female lifeguard who worked for the City of Boca Raton. Her immediate supervisor and the next higher supervisor, both male, created a sexually hostile environment for female lifeguards by making inappropriate comments and by touching them. The plaintiff did not formally report this conduct to higher management. The plaintiff's tangible job benefits (pay, promotion, time off, etc.) were not affected.

In the *Ellerth* case, the plaintiff was a salesperson for the defendant company. Her direct supervisor made repeated inappropriate comments and gestures, which created a hostile environment. The plaintiff did not report the conduct to higher management. Her tangible job benefits were not affected.

An employer can be held liable for supervisor misconduct when the supervisor abuses his or her authority. In these two cases, the Court ruled that an employer may be liable for the misconduct of a supervisor which is made possible by the abuse of his or her authority. When a tangible job benefit of the employee is affected as a result of the supervisor's harassment, the employer will be held strictly liable, regardless of whether any higher management authority was aware of the harassment or whether the employee

reported the harassment. This is so because the supervisors' action in affecting the tangible job benefit is deemed to be the act of the employer.

Another famous case, which strongly influenced today's society, was the Anita Hill and Clarence Thomas case. "Anita Hill's allegation of sexual harassment against Clarence Thomas has put this issue in the forefront of public debate" (Tata 2000, 1133).

The court held that Clarence Thomas did not violate any sexual harassment laws because they believed that Ms. Hill did not have enough evidence to make a strong enough argument. "Sexual harassment continues to be an ingrained feature of the workplace for many of America's workers despite some three decades of research into its causes and effects, and despite a presidential ruling in 1976 classifying sexual harassment in the workplace as a form of sex discrimination and a violation of Title VII of the Civil Rights Act of 1964" (Baker et al. 2003, 472). The topic of sexual harassment is often controversial due to differing perceptions and definitions.

Definition of sexual harassment

"Sexual harassment refers to hostile or offensive conduct of a specifically sexual nature, such as making unwelcome sexual advances or comments, sexual assault/touching, and so forth" (Hansen 2000, 17). According to the Equal Employment Opportunity Commission (EEOC), "Sexual harassment includes a wide range of behaviors including unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment" (Anderson 2006, 1).

Sexual harassment laws

In 1980, the EEOC published guidelines on sexual harassment that clarified its illegality and described two types: “hostile work environment” and “quid pro quo” (Bell et al. 2002, 67). These two kinds of workplace sexual harassment became the basis for employer liability. The first type, Hostile Working Environment Harassment, includes unwelcome discriminatory conduct of a verbal or physical nature when such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive working environment. For example, harassment can include unwelcome verbal, visual, or physical conduct of a sexual or discriminatory nature, such as unnecessary touching, graphic or verbal comment about an individual’s body, degrading verbal abuse, workplace display of sexually suggestive or otherwise offensive objects or pictures; offensive jokes; and physical assault. The harassment may also include, among other things, unwelcome propositions, flirtations, and requests, whether expressed or implied, for sexual favors.

The second type of workplace Sexual Harassment, Quid Pro Quo harassment, includes any unwelcome sexual advances, requests for sexual favors, or other conduct of a verbal or physical nature when submission to or rejection of such conduct by an individual is used as the basis for an employment decision affecting that individual.

An employer's obligations with regard to sexual harassment arise before any act of sexual harassment occurs. Employers must take reasonable steps to prevent harassment before it occurs. “Courts have ruled that sexual harassment is a form of sexual discrimination” (Wise 2002, 320).

Prevention

Workplace practices designed to prevent sexual harassment are mandated by the EEOC and good for business. “Sexual harassment is against the law, and employers are legally required to give prompt attention to complaints of sexual harassment and to take appropriate action to prevent and discipline this behavior” (Anderson 2006, 3).

The EEOC requires employers to take steps to stop harassment before it occurs. In addition, most states have discrimination prohibition enforcement agencies, which generally impose similar requirements. For example, states often require employers to post “sexual harassment prevention notices advising employees of their right to a harassment-free workplace” (Schickman 1996, 3). That is different from an employer's obligation under Title VII to post a general discrimination prevention poster.

Prevention of sexual harassment in the workplace is also important because sexual harassment can damage the employee, management, organization, community and society as a whole. Effective organizations should have a professional culture that is respectful of all individuals. Sexual harassment undermines this basic precondition. “Sexual harassment creates poor working relationships which can harm the company, the individuals directly involved, and indirectly, other employees within the company” (Crain and Heischmidt 1995, 302).

Most successful sexual harassment preventive strategies and plans require involvement of all those concerned and a clear statement of intent. The statement of intent should reflect a real commitment from all parties concerned to recognize the importance of fighting workplace sexual harassment. This is usually accompanied by the establishment of a written policy.

Policy

Anti-harassment policies explain what harassment is, tell all employees that harassment will not be tolerated, and set out how employers and employees should respond to incidents of harassment. Anti-harassment policies should also set forth a detailed mechanism by which employees can make complaints when sexual harassment occurs. “Employers can protect themselves against liability for sexual harassment charges with a strong policy against such activity and a grievance procedure that expedites the processing of such complaints” (Dobbin and Kelly 2007, 1210). A clear and precise policy supported by a higher authority (CEO, President, General Manager, etc.), is crucial and shows that the company or organization does not tolerate any type of harassment, especially sexual harassment.

The creation and dissemination of a sexual harassment prohibition policy including a reporting procedure, is an important component of harassment prevention. Federal law mandates that an employer fulfills its obligation if it takes all reasonable steps to prevent harassment before it occurs, and to take effective steps to remedy harassment after it takes place. As Shickman (1996, 3) noted, “if an employer demonstrates those attempts at prevention and remediation, it might not be found liable for the act of harassment itself.” Policies should be precise, to the point, and understandable by all employees. Courts have suggested that employers establish and disseminate anti-harassment policies that are clear, strongly stated, and available to all employees (Mani 2004, 52).

Proper sexual harassment policy should include the following: First, is an actual statement of policy put forth by a high decision maker, such as a company president or human resources president, who sets a firm policy banning sexual harassment. This individual should also identify themselves as the person responsible for preventing harassment at the company. “The typical sexual harassment policy informs employees that sexual harassment is prohibited and attempts to prevent or reduce its occurrence” (Vijayasiri 2008, 44).

Second, the policy should have a clear and comprehensive definition of sexual harassment. The definition should make clear that sexual harassment includes illegal sexual discrimination; unwelcome advances; request for sexual favors; and any other verbal, visual, or physical conduct of a sexual nature. This definition should also specify that submission to any of that conduct cannot be made, explicitly or implicitly, a term or condition of employment, or used as a basis for any employment decisions. In addition it should ban all behavior that has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment. It should include examples of sexual harassment, while making very clear that the list of examples is not intended to be all-inclusive. “A step required to address the issue is to develop a clearly articulated, general policy prohibiting sexual harassment in the workplace” (England and Ross 1987, 259).

Third, non-retaliation should be part of the policy. It is important to show that the company protects complainants and witnesses who support or initiate a sexual complaint from any retaliation.

Fourth, the policy should make sexual harassment a disciplinary offense, and reserve the right to terminate an employee who is found to engage in that conduct.

Fifth, the policy should establish and enforce a clear and thorough investigation and remediation procedures. These policies encourage victims of sexual harassment to report the offense.

Sixth, the policy should establish a reporting procedure that is broadly disseminated and that holds employees accountable to report any harassment that they have suffered or observed. Finally, the policy should have some sort of timely reporting requirement.⁷

A clear policy is a logical action an agency can take to deal with sexual harassment. According to Letizia and Casagrande (2004, 526), “The agency has the duty to ensure its employees are not sexually harassed in the workplace by someone over whom the agency has control.”

Employees should be sensitized to sexual harassment through training programs and information seminars (England and Ross 1987, 259). Many agencies have policies, but more is needed. Having an anti-harassment policy does not mean that there will be no harassment complaints. Effective policies and procedures, coupled with anti-harassment training for all employees, will assist in preventing harassment and support individuals who are being harassed to come forward and ensure that the problem is addressed quickly and effectively.

⁷ The discussion in this section was taken from the following source (Schickman 1996, 5)

Training and Evaluation

According to White (2008, 1) it is “essential for everyone who supervises employees to have solid understanding of what sexual harassment is and to know how to recognize the implicit and explicit warning signs of dangers that put themselves, their employees, and their companies at risk.” Sexual harassment training is an important tool to prevent workplace sexual harassment. It is important to train all employees especially supervisors, managers and executive management because they have power and authority in the company or organization. They possess the power to address money, evaluations, travel, training, and any other tangible benefit to employment. While some occurrences of sexual harassment in the workplace might be obvious, this is not true in all situations. Unfortunately, poorly trained (or untrained) managers “often allow risky behaviors to take place simply because they do not fully understand what is considered sexual harassment.” (White 2008, 1).

Managers must know why it's essential to be proactive in putting a stop to such actions, as well as how to do so. Managers need to know the appropriate way to respond to sexual harassment complaints.

Grossman (2002, 1) found that social science data on training - the one aspect of prevention not required by the law - is more promising. Studies show some evidence of a training effect, which suggests that individuals can change perceptions of harassment after exposure to various types of training programs. These programs may not only teach employees about harassment, but also cause them to pay more attention to the problem and thus make better assessments of when it is occurring. A harasser might even realize after training, that behavior that he or she has regarded as innocuous is in fact illegal, and

change his or her ways (Grossman 2002, 1). There has been remarkable progress toward understanding sexual harassment as a workplace phenomenon in a relatively short amount of time (Kelly et al. 2009, 529).

In regards to training, men and women have different perceptions when it comes to sexual harassment. This difference in perception has an impact on how training is received. “Differences in perceptions of sexual harassment between men and women are also implicated in the persistence of harassment in the workplace” (Baugh 1997, 899). Women tend to be more sensitive to sexual harassment concerns, given that women are primarily the targets of harassment, and men are primarily the perpetrators (Baugh 1997, 899). Since men are usually the initiators in sexual relationships, men may see the workplace as a potential arena for sexual conquest (Gutek and Konrad 1986, 423). As receivers in sexual relationships, women usually view sexual overtures occurring at the workplace as potential threats of exploitation (Gutek and Konrad 1986, 423).

Studies also suggest that more effective training would be adapted not only to particular workplaces, but also to particular employees--a level of individualization that the average employer would not be able or inclined to undertake (Grossman 2002, 3). Training is not just important to curbing sexual harassment, it is critical. Reese and Lindenburg (2002, 304) state that training is a critical component of successful sexual harassment policy implementation and it is a significant concern that less than half of responding communities train all employees and only a third train supervisors and top managers. Reese and Lindenburg (2002, 304) also feel that organizations simply cannot expect to effectively implement sexual harassment policies if they do not devote sufficient attention and resources to training.

Training is important for supervisors and people in upper management. Training for supervisors is important because they are most likely to take reports and often represent organizational commitment to their employees (Reese and Lindenburg 2003, 185). Satisfaction with policy and process is also partially dependent on how supervisors react to complaints as well as on the actions they subsequently take. Supervisors are a vital link in the sexual harassment policy process (Reese and Lindenburg 2003, 185).

Sexual harassment training should also incorporate the laws that govern it. It is important that the law is discussed thoroughly. All training to prevent sexual harassment should include a discussion of the law, that way managers can understand the minefield that employers are attempting to navigate through (Sherwyn et al. 2004, 183).

Training pertaining to significant topics such as sexual harassment needs to be evaluated for effectiveness. Evaluating the effectiveness of a training program is vital to its overall success. Having a well-structured evaluation system in place can help determine where the problem lies and if training is actually working. Sometimes a paper form filled out at the end of the training course is not sufficient.

In regard to managerial sexual harassment training, there should be certain criteria involved to judge whether sexual harassment training is providing the knowledge needed to assist managers in handling sexual harassment issues and situations successfully.

Chapter 4

Lundvall's Knowledge Principles

Chapter Purpose

This chapter explores Dr. Bengt-Ake Lundvall's four-fold taxonomy of knowledge principles. The chapter begins with a history and an examination of Dr. Lundvall's taxonomy of knowledge principles. This chapter also discusses the connection between his taxonomy and the principles of successful and meaningful sexual harassment training. The taxonomy is then used to develop a set of working hypotheses to assess sexual harassment training.

Dr. Bengt-Ake Lundvall

Dr. Lundvall is a professor of Economics and Business Studies at the University of Aalborg in Denmark. He is well known throughout the academic world for his work on the "Learning Economy" and his "Knowledge Taxonomy" (Lundvall and Johnson 2001, 1).

Nobel Prize winning economist Mr. Brian Loasby asked "How should people organize knowledge?" In 1949, Mr. Gilbert Ryle proposed two knowledge categories to answer that question: "knowing that and knowing how." *Knowing That* was the knowledge of facts and *Knowing How* was the ability to perform appropriate actions to achieve a desired result. "Dr. Lundvall expanded Mr. Ryle's categories and came up with a four-fold taxonomy of knowledge" (Schmidtchen 2006, 150). Dr. Lundvall's four principles are: *Know-how*, *Know-what*, *Know-who* and *Know-why*. "*Know-how* refers to the gaining and applying of a technique or skill. *Know-what* refers to the sum total of facts that people keep in their heads. *Know-who* refers to the knowledge of others

abilities and *Know-why* refers to knowledge about cause and effect” (Schmidtchen 2006).

Dr. Lundvall’s knowledge principles provides a new and easy way to evaluate sexual harassment training while integrating knowledge and skills.

Lundvall’s knowledge principles

Dr. Lundvall believes that knowledge is divided into four categories. They are defined at the level of the individual, but the same logic may be applied to competencies at the organizational and regional level. “On the organizational level these categories correspond to shared information, shared models of interpretation, shared routines and shared networks” (Lundvall and Johnson 2001, 12). These knowledge principles can help articulate the comprehensive knowledge of situations, issues, or organizational programs, and thus enable larger organizational self-reflection and knowledge.

***Know-what* (WH1)**

Know-what refers to knowledge about “facts.” According to Lundvall et al (1988, 12), “*Know-what* is close to raw information-it can be broken down into discrete elements. It can be distilled, codified, stored and made available to a broad range of users. In this form, the facts can be compared and contrasted to develop new perspectives and insights to create new theories and assumptions on which future action can be based.” In relation to sexual harassment training, “knowing what” refers to knowing the history, definitions, laws and the overall policy regarding sexual harassment. “Knowing what” is an important element in the foundation of sexual harassment training overall. Thus one would expect:

Working Hypothesis 1: Capital Metro’s Sexual harassment training provides adequate “*know what*” training.

History (WH1a)

Learning about the history of any law is important to the overall knowledge of the individual. It is important to know where the law got its roots and what prompted the law to be enacted in the first place. Learning about the origin of sexual harassment helps prepare for the future. “The EEOC guidelines on sexual harassment and the 1986 supreme court decision *Meritor Bank vs. Vinson* provide what have become generally accepted definitions of the two types of sexual harassment” (Thacker 1996, 1108). Other historical sexual harassment cases that are particularly important regarding managers are *Faragher* and *Ellerth*. In these two cases, the courts ruled that an employer may be liable for the misconduct of a manager which is made possible by the abuse of his or her authority. Thus, one would expect:

Working Hypothesis 1a: Capital Metro provides training on Sexual Harassment history.

Discrimination Laws (WH1b)

Key discrimination law is the basis of several harassment policies. The laws can be found in both legislation and court opinion. Laws provide the knowledge of what to do and what not to do or what is not acceptable. Discrimination law is the foundation of sexual harassment law. Sexual harassment is a form of discrimination and is covered under the discrimination umbrella. Managers, supervisors and employees should know all of the discrimination laws that surround sexual harassment violations. Zugelder et al (2006, 111) maintain that “sexual harassment in the workplace is a serious worldwide employment problem.” In the United States, courts have taken an increasingly expansive view of both employers' obligations and employees' rights in dealing with the issue.

Landmark decisions of the U.S. Supreme Court addressing harassment by supervisors have sought to provide further guidance to employers in order to prevent harassment and refine their obligations. Yet despite the Court's efforts, harassment claims brought on by supervisor conduct continue to be a matter of great concern (Zugelder et al. 2006, 111).

Discrimination laws that should be covered in sexual harassment training include:

- Title VII of the Civil Rights Act of 1964
- Americans with Disabilities Act of 1990 (ADA)
- Equal Pay Act of 1963 (EPA)
- Age Discrimination in Employment Act of 1967

These laws should be included because they form the key concepts on which the law and policy are built. Sex discrimination law involves treating someone (an applicant or employee) unfavorably because of that person's sex. Sex discrimination also can involve treating someone less favorably because of his or her connection with an organization or group that is generally associated with people of a certain sex.

Knowledge of the definitions and laws makes it easier to handle sexual harassment situations when they arise.

In relation to sexual harassment training, various discrimination laws that incorporate and surround sexual harassment represent important "what" knowledge of sexual harassment. Thus one would expect:

Working Hypothesis 1b: Capital Metro provides training on Discrimination Law.

Sexual Harassment Definitions (WH1c)

“Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment” (Sabitha 2008, 1). There are two definitions that accompany sexual harassment in the workplace:

- Hostile Work Environment Harassment and
- Quid Pro Quo Harassment

These definitions should be included because they form the key concepts on which the law and policy are built. Learning sexual harassment definitions and associated laws should help prevent sexual harassment in the workplace because an explanation of definitions ensures employees know how to recognize sexual harassment situations.

“Sexual harassment at work is an unwelcome or invited behavior of sexual nature, which is offensive, embarrassing, intimidating and affects an employee’s work performance, health, career and livelihood” (Sabitha 2008, 1).

Thus one would expect:

Working Hypothesis 1c: Capital Metro provides training on Sexual Harassment definitions and laws.

EEO and Sexual Harassment Policy (WH1d)

Laws and terms are ultimately codified into rules and regulations. The Equal Employment Opportunity Commission (EEOC) is the agency responsible for developing specific policies on sexual harassment. Equal Employment Opportunity (EEO) and sexual harassment policies should also be covered in sexual harassment training.

Obviously employees and managers must obey the law. Employers cannot assume that employees or managers come to work aware of these laws. Organizations have policies put in place for employees to follow. Policies keep everything organized and structured. They also help keep an organization fair and honest. At Capital Metro, the EEO department is responsible for enforcing and monitoring all aspects of discrimination and harassment issues for the entire agency. Hence, through training, managers and employees should learn that the EEO department is responsible for EEO and sexual harassment issues including the monitoring of the EEO and harassment policies. Thus one would expect:

Working Hypothesis 1d: Capital Metro provides training on Capital Metro’s EEO and harassment policies.

Know-how (WH2)

“*Know-how* refers to skills – i.e. the ability to do something” (Lundvall and Johnson 1994, 12). It may be related to the skills of artisans and production workers, but, actually, it plays a key role in all-important economic activities. “The businessman judging the market prospects for a new product or the personnel manager selecting and training staff use their know-how” (Lundvall and Johnson 1994, 12).

“It would also be misleading to characterize know-how as practical rather than theoretical” (Lundvall and Johnson 1994, 12). *Know-how* refers to the gaining and applying of a technique or skill. “Individual know-how develops from within and reinforces a specific context for the learned behavior” (Schmidtchen 2006, 151). In relation to sexual harassment training, “knowing how” refers to knowing how to follow sexual harassment policy, report a claim of harassment, document sexual harassment situations and knowing how the agency investigates sexual harassment complaints. “Knowing how” is also a skill development mechanism that provides the employee with the skills and the knowledge to make right decisions in various situations. “Knowing how” is another important element in the foundation of sexual harassment training overall. Thus one would expect:

Working Hypothesis 2: Capital Metro Sexual Harassment training provides adequate “know how” training.

Policy and Procedures Protocol (WH2a)

One of the most important things to do in regard to the issue of sexual harassment is to follow the policies and procedures of the organization. Policies are put in place for employees to follow. “Training is critical to the effectiveness of sexual harassment policies, with effectiveness defined as policies that employees are willing to use and with which they are satisfied” (Reese and Lindenberg 2003, 184). If employees do not follow policies or do not follow procedures, they could be disciplined or terminated for cause. Proper sexual harassment training should teach employees on how to understand the sexual harassment policies and how to follow the sexual harassment procedures. An example would be through role-playing. Role-playing uses employees to go through

sexual harassment scenarios to understand sexual harassment policies and procedures more thoroughly. Thus one would expect:

Working Hypothesis 2a: Capital Metro provides training on how to follow sexual harassment policies and procedures protocol.

File and reporting claims (WH2b)

An important procedure in regard to sexual harassment is filing or reporting a complaint. There are steps involved in filing and reporting a complaint and if those steps are not followed or missed, a report may be inaccurate or incomplete.

“Employees who allege sexual harassment must file charges with the EEOC or state and local agencies if they are dissatisfied with the way the complaint is resolved by their employer (thus all complaints are not reported to the EEOC and included in their report of sexual harassment charges). The EEOC reviews the complaint and decides whether to issue a right to sue letter” (Mani 2004, 42). Proper sexual harassment training will teach employees how to properly file and report a claim.

Thus one would expect:

Working Hypothesis 2b: Capital Metro provides training on how to properly file and report a complaint of sexual harassment.

Documentation (WH2c)

A sexual harassment complaint should be backed by evidence. Documentation is a key source of evidence. A signal to begin documentation occurs when an individual feels uncomfortable. Documentation is useful because it makes it easier to recall the situation during an investigation. The complainant can use the documentation to tell their side of the story. Every single occurrence should be documented in writing and should

include the date, time, what was said or done, and how it made the complainants feel. It is also important to document if there are any witnesses to the incident(s). Documenting the situation properly and correctly makes it easier to accurately, fairly and quickly resolve sexual harassment complaints. Thus one would expect:

Working Hypothesis 2c: Capital Metro provides training on how to properly document sexual harassment situations.

Investigation (WH2d)

Before an individual or groups of individuals plan on going to report a claim of sexual harassment, it is important that they know how an investigation is conducted. There are responsibilities that come with all investigations and everyone involved plays a major role in any investigation. “Investigation of complaints must be done without delay, taking reasonable steps to protect confidentiality and the interest of complainant and alleged harasser” (Zugelder et al. 2006, 120). Once a complaint has been made, the organization must promptly and thoroughly investigate and ultimately take appropriate corrective action. Employers are also encouraged to take immediate measures to stop any harassment and see that it does not reoccur.

Proper sexual harassment training should teach employees how the company investigates cases and reports the findings. Thus one would expect:

Working Hypothesis 2d: Capital Metro provides training on how Capital Metro investigates sexual harassment cases.

Know-why (WH3)

“Know why refers to knowledge about cause and effect” (Schmidtchen 2006, 151). Organizationally, this knowledge is central to the growth of specialist knowledge. Access to this knowledge makes advances in technique (know-how) more rapid and reduces the frequency of errors in experimentation. Individually, know-why increases the stock of judgment or decision-making wisdom. According to Schmidtchen (2006, 151) know-why is key to refining how and when to use the other types of knowledge. Knowing why gives an individual the reason and confirmation to perform a task or function. In regard to sexual harassment training, knowing “why” refers to knowing why employees should follow sexual harassment policy, complaint procedures, be compliant with Federal law and why it is important to receive sexual harassment training and evaluate the training. “Knowing why” is another important element in the foundation of sexual harassment training overall. Thus one would expect:

Working Hypothesis 3: Capital Metro Sexual Harassment training provides adequate “know why” training.

Federal compliance (WH3a)

Governmental laws that are passed by congress dictate organizations laws, rules, regulation, policies and procedures. Since these laws are put into place, it is important that agencies and their employees abide by these laws, or there will be some sort of discipline or punishment if violated. There are several reasons why employers need to be in compliance with governmental laws and why laws were established in the first place. One reason is that laws prevent abuses in the workplace. Second, is the protection of the individual (assault, stalking, etc.), and the third reason is that it is bad for business.

“Since sexual harassment is against the law, the law requires employers to give prompt attention to complaints of sexual harassment and to take appropriate action to prevent and discipline this behavior” (Anderson 2006, 3). There are usually consequences when employees or organizations are non-compliant. An organization could be fined or an employee could lose his or her job.

Proper sexual harassment training will incorporate important information on why it is important to be in compliance with these federally mandated laws. Thus one would expect:

Working Hypothesis 3a: Capital Metro provides training on why it is important to be in compliance with Federal Equal Employment Opportunity laws and why the laws are there in the first place.

Company policy (WH3b)

Companies should have their own policies to keep the organization on the same page and let employees know what is expected of them. Training also tells the employees why it is important to follow the policy. Sexual harassment policy is important to follow, because it not only protects the organization, but the individual as well. Training also should discuss the reasons why people sexually harass others in the workplace as well as why there are sexual harassment laws and policies to follow. Thus one would expect:

Working Hypothesis 3b: Capital Metro provides training on why employees should follow Capital Metro Sexual Harassment policy.

Complaint procedures (WH3c)

A sexual harassment investigation usually begins with a complaint. If proper complaint procedures are not followed, the investigation may not be completed.

Usually policies are accompanied by procedures to ensure policies are applied to particular contexts. Sexual harassment training should provide an important way to teach employees relevant procedures. “High-quality training makes the difference in policy and process satisfaction and, ultimately, levels of sexual harassment” (Reese and Lindenberg 2003, 184). Teaching employees why it is important to follow the proper sexual harassment complaint procedures ensures that the process will run smoothly and correctly. Having a proper and structured complaint procedure makes it easier for the investigator to get all the facts needed to conduct a thorough investigation. It keeps the investigative process organized and structured. Thus one would expect:

Working Hypothesis 3c: Capital Metro provides training on why employees should follow company Sexual Harassment complaint procedures.

Training and Evaluation (WH3d)

Adults learn better and retain more when they understand the reason to learn⁸. Hence, adult students, prior to instruction, should recognize the value of the content. When a student discovers the reasons to know the class material, that student is more likely to engage in learning. On the other hand, a student’s perception that content is irrelevant can stifle learning (Knox 1986, 32).

Students should be convinced that content is relevant or else they will ignore it. When people receive sexual harassment training, they are taken away from their busy work lives. They could feel the training is imposed from above and a waste of time. Resistance of this kind makes the training less effective. “Training must be directed toward the accomplishment of some organizational goal, therefore organizations will

⁸ For other Applied Research Projects dealing with adult learning principles see Roberts (2007).

want to develop a policy statement on sexual harassment as a first step toward meeting their affirmative action obligation to eliminate sexual harassment from the workplace” (York et al. 1997, 277).

Evaluations are important to training programs for many reasons. First, it’s important to get feedback from the participants to measure how well the training was conducted. Secondly, it’s important to see what needs to be improved or added to the training program to make it more successful in regard to learning the material. Thirdly, it’s an important follow-up tool to gauge the participants to see if the training was effective and if the participants are using the knowledge that they obtained during the training in their daily work life.

“Knowing why” enhances adult learning in training and compliance in evaluation.

Thus one would expect:

Working Hypothesis 3d: Capital Metro provides training on why it is important to receive training and evaluations.

***Know-who* (WH4)**

“*Know-who* refers to knowledge of others’ abilities” (Schmidtchen 2006, 153). It’s about who knows-what and who knows-how. “In particular, know-who involves the skill of forming relationships with other specialists and drawing on their expertise” (Schmidtchen 2006, 153). This knowledge is important because the “who” is the expert that knows the most on the subject. “Know-who involves information about who knows what and who knows what to do, but it also involves the social ability to co-operate and communicate with different kinds of people and experts” (Lundvall and Johnson 2001,

13). In regard to training, the trainer usually is the “know-who” person. In relation to sexual harassment training, knowing “who” refers to whom to contact for expert knowledge on sexual harassment and discrimination issues. In this case, knowing “who” refers to contacting the EEO officer, HR Director/Manager, Texas Workforce Division (local institution), and the Equal Employment Opportunity Commission (Federal institution). “Knowing who” is another important element in the foundation of sexual harassment training overall. Thus one would expect:

Working Hypothesis 4: Capital Metro Sexual Harassment training provides adequate “know-who” training.

EEO Officer (WH4a)

Usually local and federal government agencies have an EEO (Equal Employment Opportunity) Office or Department. EEO and sexual harassment complaints or grievances are handled by the EEO department and more specifically the EEO officer. The EEO Officer is responsible for handling complaint, grievances, situations and issues dealing with EEO and sexual harassment. Usually the sexual harassment trainer is the EEO officer. Thus one would expect:

Working Hypothesis 4a: Capital Metro provides training on contacting the Equal Employment Opportunity officer for Sexual Harassment issues.

Human Resources (WH4b)

Almost all companies and organizations (especially large ones) have a Human Resources⁹ department. The Human Resources department handles various human

⁹ For other Applied Research Projects dealing with Human Resources see Byram (1997) and Gonzales (2005).

services issues. “The issues that Human Resources handle are compensation, benefits, recruiting, evaluations, and employment issues” (Mani 2004, 41). At Capital Metro, when the EEO officer is not available, the Human Resources Director is responsible for the EEO Officer’s duties including issues involving sexual harassment. Thus one would expect:

Working Hypothesis 4b: Capital Metro provides training on contacting Human Resources for Sexual Harassment issues.

Texas Workforce Commission (WH4c)

After a claim of sexual harassment has been filed with the company or organization, the claimant has the right to go to a local authority to handle their claim. The local authority in the state of Texas is the Texas Workforce Commission (TWC). The TWC takes the claim and does its own investigation. It is important that during sexual harassment training, the trainer explains that the TWC is another avenue to go to if the claimant is not satisfied with the internal investigation. “The Texas Workforce Commission enforces the Texas Commission on Human Rights Act, (TCHRA); which has been codified into Texas Labor Code, Chapter 21. If an individual has suffered an employment harm, and they believe it was because of their color, race, religion, national origin, sex (includes sexual harassment and pregnancy), disability, age, or retaliation, TWC may have jurisdiction to investigate the claim” (Grossman 2002, 4). Thus one would expect:

Working Hypothesis 4c: Capital Metro provides training on contacting the local Texas Workforce Commission.

Equal Employment Opportunity Commission (WH4d)

Another avenue besides the TWC is the Equal Employment Opportunity Commission (EEOC). This is the federal agency responsible for investigation of allegations of discrimination and harassment including sexual harassment. This commission was formed by Title VII of the Civil Rights Act of 1964 to oversee all local enforcement agencies. If an individual believes that they have been discriminated against at work because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information, he or she can file a charge of discrimination with the EEOC. Thus one would expect:

Working Hypothesis 4d: Capital Metro provides training on contacting the Federal Equal Employment Opportunity Commission.

Summary of Conceptual Framework¹⁰

Working hypotheses are the framework used to explore Dr. Lundvall's four-fold taxonomy of knowledge principles. The purpose of this research is to explore and evaluate Capital Metro's Sexual Harassment training using Lundvall's taxonomy of knowledge. Results of the assessment are used to make recommendations to improve sexual harassment training. The working hypotheses are summarized in *Table 4.1*

¹⁰ For more on conceptual frameworks see Shields (1998) and Shields and Tajalli (2006).

TABLE 4.1-Conceptual Framework: *Linking the Working Hypotheses and the Literature*
Research Purpose: First, it explores Dr. Lundvall’s principles of the taxonomy of knowledge in relation to sexual harassment training at Capital Metro. Second, this research study assesses Capital Metro’s sexual harassment training using the Lundvall taxonomy principles. Third, it uses the results of the assessment to make recommendations to improve Capital Metro’s sexual harassment training.

Table 4.1

Working Hypothesis	Scholarly Support
WH1: Capital Metro sexual harassment training provides adequate "know what" training.	
WH1a: Capital Metro provides training on Sexual harassment history.	Anderson (2006), Hansen (2000), Kelly et al. (2009), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001), Mani (2004), Schickman (1996), Tata (1996)
WH1b: Capital Metro provides training on discrimination laws (Title VII).	Baker et al.(2003), Hansen (2000), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Sabitha (2008), Tata (1996)
WH1c: Capital Metro provides training on Sexual harassment definitions: (Hostile Working Environment and Quid Pro Quo).	Baker et al.(2003), Dobbin and Kelly (2007) , England and Ross (1987), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001), Sherywn et al.(2004)
WH1d: Capital Metro provides training on Capital Metro Equal Employment Opportunity and harassment policy.	Crain and Heischmidt (1995), Dobbin and Kelly (2007), Grossman (2002), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001), Thacker (1996)
WH2: Capital Metro sexual harassment training provides adequate "know how" training.	
WH2a: Capital Metro provides training on how to follow harassment policy procedures protocol.	Baugh (1997), Bell et al.(2002), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001), Reese and Lindenberg (2002, 2003, 2005), Thacker (1996)
WH2b: Capital Metro provides training on how to file and report a claim of harassment.	Anderson (2006), Baker et al.(2003), Dobbin and Kelly (2007), England and Ross (1987), Hansen (2000), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001)
WH2c: Capital Metro provides training on how to document sexual harassment situations.	Baker et al.(2003), Dobbin and Kelly (2007) , England and Ross (1987), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Schmidtchen (2006)

WH2d: Capital Metro provides training on how Capital Metro investigates sexual harassment complaints.	Anderson (2006), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996)
WH3: Capital Metro sexual harassment training provides adequate "know why" training.	
WH3a: Capital Metro provides training on the importance of compliance with Federal law.	Baker et al. (2003), Dobbin and Kelly (2007), England and Ross (1987), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001)
WH3b: Capital Metro provides training on why employees should follow the company harassment policy.	Anderson (2006), Baker et al. (2003), Dobbin and Kelly (2007), England and Ross (1987), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996)
WH3c: Capital Metro provides training on why employees should follow company complaint procedures.	Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996)
WH3d: Capital Metro provides training on why it is important to receive sexual harassment training.	England and Ross (1987), Gutek and Conrad (1986), Hansen (2000), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996)
WH4: Capital Metro sexual harassment training provides adequate "know who" training.	
WH4a: Capital Metro provides training on contacting the Equal Employment department.	Dobbin and Kelly (2007), England and Ross (1987), Hansen (2000), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996)
WH4b: Capital Metro provides training on contacting Human Resources when the Equal Employment Opportunity Office is not present.	Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996), Wise (2002), York et al.(1997), Zugelder et al. (2006)
WH4c: Capital Metro provides training on contacting the local Texas Workforce Commission.	Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson (2001), Tata (1996), Vijayasiri (2008), Wise (2002), York et al. (1997)
WH4d: Capital Metro provides training on contacting the Equal Employment Opportunity Commission (EEOC).	Baker et al. (2003), Dobbin and Kelly (2007), England and Ross (1987), Hansen (2000), Letizia and Casagrande (2004), Lundvall et al. (1988), Lundvall and Johnson (1994), Lundvall and Johnson(2001), Tata (1996)

Summary

This chapter examines Dr. Lundvall's taxonomy of knowledge principles and explores the relationship between Dr. Lundvall's knowledge principles and sexual harassment training. A good training program will prepare employees to recognize sexual advances and developing strategies to deal with them. "Training programs might best be utilized as a catalyst and intervention in removing harassment from the workplace" (Sabitha 2008, 11).

By using Dr. Bengt-Ake Lundvall's four-fold taxonomy of knowledge principles as a foundation for learning the essentials of sexual harassment, employees will walk away with the knowledge and skills needed to help prevent sexual harassment in the workplace.

The next chapter discusses the methodology (case study) used to assess sexual harassment training at Capital Metro.

Chapter 5 Methodology

Purpose

This research uses the *case study* method to explore how sexual harassment training is conducted at Capital Metro. Case studies are appropriate when a “how” or “why” question is being asked about a contemporary set of events, over which the investigator has little or no control (Yin 2003, 9). Since Lundvall’s taxonomy has never been employed to study sexual harassment training – this study is exploratory. Exploratory studies are most typically done to satisfy the researcher’s curiosity and desire for better understanding or to start to familiarize a researcher with that topic (Babbie 2007, 88). As Shields and Tajalli (2006) state, given the preliminary nature of exploratory research, working hypotheses are invented using information from the literature and the student’s experience. The chief shortcoming of exploratory studies is that they seldom provide satisfactory answers to research questions (Babbie 2007, 89). This study uses structured interviews and document analysis to determine what knowledge is learned during and after sexual harassment training.

Overview of Research Methodology

This research project utilizes document analysis and structured interview questions. The use of multiple sources of evidence in case studies allows an investigator to address a broader range of historical, attitudinal, and behavioral issues (Yin 2003). The most important advantage of using multiple sources of evidence is that data may be triangulated, which increases the validity of findings (Yin 2003).

Tables **5.1**, **5.2**, **5.3**, and **5.4** demonstrates the operationalization of WH1, WH2, WH3, and WH4. Each table connects the data sources (document analysis and structured interviews) to the working hypotheses. A narrative discussion of each research method follows the operationalization tables.

TABLE 5.1-Operationalization of the Working Hypothesis 1: Capital Metro sexual harassment training provides adequate “know what” training.

Working Hypothesis	Method	Question
<p>WH1a: Capital Metro provides training on the history of sexual harassment law.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide history on sexual harassment?</p> <p>How does the sexual harassment training address the history of sexual harassment law?</p>
<p>WH1b: Capital Metro provides training on discrimination laws (Title VII).</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address discrimination laws?</p> <p>How does the sexual harassment training address Discrimination Law?</p>
<p>WH1c: Capital Metro provides training on sexual harassment definitions.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address sexual harassment definitions?</p> <p>How does the sexual harassment training address sexual harassment definitions?</p>
<p>WH1d: Capital Metro provides training on EEO and harassment policy</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address Capital Metro EEO and sexual harassment policy?</p> <p>How does Capital Metro’s sexual harassment training address EEO and sexual harassment policy?</p>

TABLE 5.2- Operationalization of the Working Hypothesis 2: Capital Metro sexual harassment training provides adequate “know how” training.

Working Hypothesis	Method	Question
<p>WH2a: Capital Metro provides training on how to follow Capital Metro harassment policy procedures protocol.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide instructions on how to follow procedures?</p> <p>How does the sexual harassment training address how to follow procedures?</p>
<p>WH2b: Capital Metro provides training on how to file and report a complaint of harassment.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address how to file and report a complaint?</p> <p>How does the sexual harassment training address how to file and report a complaint?</p>
<p>WH2c: Capital Metro provides training on how to document sexual harassment situations.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address how to document sexual harassment situations?</p> <p>How does sexual harassment training address how to document sexual harassment situations?</p>
<p>WH2d: Capital Metro provides training on how Capital Metro investigates sexual harassment cases.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these docs address how Capital Metro investigates sexual harassment cases?</p> <p>How does Capital Metro sexual harassment training address how Capital Metro investigates sexual harassment cases?</p>

TABLE 5.3- Operationalization of the Working Hypothesis 3: Capital Metro sexual harassment training provides adequate “know why” training.

Working Hypothesis	Method	Question
<p>WH3a: Capital Metro provides training on why it is important to be in compliance with Federal Equal Employment Opportunity law.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide compliance importance?</p> <p>How does the sexual harassment training address compliance importance?</p>
<p>WH3b: Capital Metro provides training on why employees should follow Capital Metro sexual harassment policy.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address why employees should follow sexual harassment policy?</p> <p>How does sexual harassment training address the importance of following sexual harassment policy?</p>
<p>WH3c: Capital Metro provides training on why employees should follow company complaint procedures.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address why employees should follow procedure?</p> <p>How does sexual harassment training address why it is important to follow complaint procedures?</p>
<p>WH3d: Capital Metro provides training on why it is important to receive sexual harassment training and evaluations.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address the importance of training and evaluation?</p> <p>How does Capital Metro’s sexual harassment training address the importance of sexual harassment training and evaluation?</p>

TABLE 5.4- Operationalization of the Working Hypothesis 4: Capital Metro sexual harassment training provides adequate “know who” training.

Working Hypothesis	Method	Question
<p>WH4a: Capital Metro provides training on contacting the Equal Employment Opportunity Officer for sexual harassment issues, matters, and complaints.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide EEO officer contact information?</p> <p>How does sexual harassment training address contacting the EEO officer?</p>
<p>WH4b: Capital Metro provides training on contacting the Human Resources manager for sexual harassment, issues, matters and complaints if EEO Officer is not present.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide HR manager contact information?</p> <p>How does sexual harassment training address contacting the Human Resources Manager?</p>
<p>WH4c: Capital Metro provides training on contacting the local Texas Workforce Commission on Equal Employment Opportunity.</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents provide Texas Workforce Commission (TWC) contact information?</p> <p>How does sexual harassment training address contacting the TWC?</p>
<p>WH4d: Capital Metro provides training on contacting the Equal Employment Opportunity Commission (EEOC).</p>	<p>Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy</p> <p>Interview: Supervisors and managers</p>	<p>Do these documents address and provide the EEOC contact information?</p> <p>How does Capital Metro sexual harassment training address and provide EEOC contact information?</p>

Research Techniques

The organization to be used in this case study is the Capital Metro Transit Agency, which qualifies as a large transit agency by the number of full-time employees. Due to the changing and diverse community it serves (Austin and surrounding areas) and the size of the agency, Capital Metro will serve as an appropriate agency to explore if sexual harassment training is being thoroughly conducted through the use of Lundvall's knowledge principles. This study used structured interviews and document analysis to determine what knowledge is learned during and after sexual harassment training for managers. This research is important because it will yield recommendations to enhance sexual harassment training at Capital Metro. There are approximately 60 supervisors and managers overall at Capital Metro. This study will attempt to interview a sample of all levels of supervisors and managers. This study will also conduct a document analysis of the EEO policy as well as the EEO Basics training manual.

Structured Interviews

Structured interviews were the first technique used for this research project. The interviews are intended for all levels of management; upper, middle and first-line supervisors. Yin (2003, 86) states that interviews are insightful because they "provide perceived casual inferences." As Babbie (2007) points out, interviews typically attain higher response rates. A disadvantage to interviews is that responses are subject to the interviewer's interpretation.

Structured interviews were conducted with Capital Metro managers and supervisors and used as the primary source of information.¹¹ A copy of the interview questions is attached as *appendix B*. Open-ended interview questions were derived from

¹¹ See appendix C for more information on the interview subjects.

the literature review and were designed to provide evidence that would test the working hypotheses. The relationships between Lundvall's taxonomy principles and the interview questions are shown in tables 5.1, 5.2, 5.3, and 5.4.

All of the interviews were conducted in person with 10 supervisors and managers at all levels. Managers and supervisors were emailed information regarding the research project and asked if they would volunteer to be interviewed. All 10 managers that were interviewed volunteered to do so. Managers were asked numerous open-ended questions about sexual harassment training conducted at Capital Metro. They were asked questions dealing with the history of sexual harassment, definitions, laws, policies, procedures, compliance, how to file a complaint, how to document, and whom to contact. Each interview lasted around 30 minutes. Due to time constraints and scheduling conflicts, the focused interviews were limited to ten participants. The interviews were conducted between February 20 and March 20, 2010. The purpose of these interviews was to explore how the taxonomy principles aid in sexual harassment training.

Document Analysis

This study also analyzed two documents: The Capital Metro EEO Basics training manual, and Capital Metro's EEO policy. Capital Metro's EEO Basics training manual was created in October 2005. The manual was made so that anyone in Human Resources could train managers on EEO and sexual harassment. The training manual includes step-by-step instructions for the training along with a Power Point slide presentation regarding EEO and sexual harassment issues. The manual has dual purposes. First, it is used for the trainer to train management and second, it also is used as a booklet to pass out for participants in the training itself. Document analyses were used to supplement and help

confirm the findings of the structured interviews. As Yin (2003) states, documents can provide other specific details to corroborate information from other sources.

Capital Metro's EEO policy is a document that was created in July 2003. The EEO policy statement is the foundation of the anti-discrimination views of Capital Metro. The EEO policy statement is signed by the President/CEO of Capital Metro to show the importance and the commitment of the company to ensure equal employment opportunities for all employees. The EEO policy can be found on the intranet, on bulletin boards around the agency and can be used as a reference after training. The EEO policy can be found inside the EEO Basics training manual.

The Capital Metro EEO Basics training manual was analyzed to determine what emphasis is placed on the taxonomy principles as they relate to sexual harassment. The EEO policy was analyzed to determine the policy guidelines and procedures as well as what expectations are communicated.

The relationships between Lundvall's taxonomy principles and the documents are shown in tables 5.1, 5.2, 5.3, and 5.4.

Human Subjects Protection

This study uses human subjects; as a result, potential ethical concerns must be addressed. Babbie (2007) states that the fundamental ethical rule of social research is that it must bring no harm to research subjects. Some of the areas of concern are voluntary participation, harm to the participants, and anonymity and confidentiality.

A basic ethical rule of social research is that participation should be voluntary (Babbie 2007). To ensure voluntary participation, all individuals received a copy of the interview questions ahead of time as well as full description of the research purpose.

Participation in the research study is completely voluntary and refusal to participate involves no penalty or loss of benefits to those contacted and any individual participating may discontinue participation at any time.

There are no foreseeable risks or discomforts to the subjects. The answers given by the interviewees were utilized in determining any recommendations to enhance sexual harassment training within Capital Metro. Their answers were used to determine if Capital Metro's sexual harassment training currently utilizes Lundvall's knowledge principles.

This research study cannot guarantee anonymity, but confidentiality is guaranteed. A research project guarantees confidentiality when the researcher can identify a given person's response but essentially promises not to do so publicly (Babbie 2007). Identities will not be revealed but to address the issue of confidentiality, the researcher will be the only person with access to individual responses.

Also, this study is the participant's assessment of a job-related process and does not involve their personal information. The identities of participants will remain confidential.

Texas State University, as required by the federal government, has an institutional review board (IRB). The IRB consists of a diverse group that includes faculty, staff, and students, plus at least one community representative. The IRB is charged with protecting the rights and welfare of human research subjects.

The IRB reviews proposed research to ensure that the proposed project follows federal guidelines and accepted ethical principles.¹² A prospectus for this project was submitted prior to research being conducted.

This project was found by the IRB to be exempt from review by the Texas State Institutional Review Board.¹³ The IRB exemption application number for this project is **EXP2010E8109**.

The next chapter discusses the results of this research study.

¹² Additional information on the IRB process can be found online at <http://www.txstate.edu/research/irb/>.

¹³ See appendix D for IRB exemption.

Chapter 6 Results

Purpose

This chapter presents the results of the research. A summary of the comments from the interviews conducted and the documents analyzed is used to evaluate the three varying levels (Strong, Limited and Weak) of how well Capital Metro's training delivers necessary knowledge (*Know What, Know How, Know Why, and Know Who*) to participants. The results are organized using the working hypotheses.

Lundvall's taxonomy of knowledge principles

This applied research project explores Dr. Bengt-Ake Lundvall's principles of the taxonomy of knowledge in relation to sexual harassment training at Capital Metro Transit Authority. Second, this research study assesses Capital Metro's sexual harassment training using the Lundvall taxonomy principles. Third, it uses the results of the assessment to make recommendations to improve Capital Metro's sexual harassment training. Four working hypotheses (WH1, WH2, WH3, and WH4) and sub-hypotheses for each were developed from the conceptual framework in order to obtain data and present results.

WH1: Capital Metro sexual harassment training provides adequate "know what" training.

WH2: Capital Metro sexual harassment training provides adequate "know how" training.

WH3: Capital Metro sexual harassment training provides adequate "know why" training.

WH4: Capital Metro sexual harassment training provides adequate "know who" training.

Know what

WH1: Capital Metro sexual harassment training provides adequate “know what” training. “Know what” refers to the sum total of facts that people keep in their heads.

History (WH1a)

Learning about the history of any type of law is important to the overall knowledge of the individual. It is important to know where the case law got its roots and what prompted the law to be enacted in the first place. Learning about the origin of sexual harassment helps prepare learners to understand subsequent concepts in sexual harassment training.

Interviews

Participants were consistent in their responses to the question related to WH1a. All participants agreed that Capital Metro’s Sexual Harassment training goes over the past cases that caused sexual harassment laws to be enacted. Another consensus was that participants feel that learning about the history of sexual harassment is important for the overall knowledge of sexual harassment. Table 6.1 lists some of the responses to the question related to WH1a.

Document Analysis

Capital Metro’s EEO Basics training manual has a tabulated section that discusses landmark sexual harassment cases. The documents discuss the *Faragher*, *Ellerth* and *Meritor Bank* law cases. These cases were the foundations of sexual harassment law. Table 6.1 lists the findings of this document analysis as they pertain to WH1a.

Capital Metro’s EEO policy does not address the history of sexual harassment law. Table 6.1 lists the findings of this document analysis as they pertain to WH1a.

Level of Support

Based on the interviews and document analysis, WH1a had limited support. It is important to note, that due to time constraints and scheduling conflicts, only ten Capital Metro supervisors and managers were interviewed. While the group's size could bias the results, each participant interviewed clearly felt that Capital Metro provides training and covers the history of sexual harassment law and sexual harassment. The EEO policy does not discuss the history of sexual harassment.

TABLE 6.1-Working Hypothesis 1a (WH1a) Results

WH1a: Capital Metro provides training on the history of sexual harassment.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the sexual harassment training address the history of sexual harassment law?	<ul style="list-style-type: none"> -Discussed landmark cases -Discussed establishment of Title VII -Learning is important tool -Establishment of EEO Commission -Power Point presentation
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents provide the history of sexual harassment law?	<ul style="list-style-type: none"> -Section that discusses past landmark cases such as <i>Ellerth</i>, <i>Faragher</i>, and <i>Meritor</i> savings bank cases. -Power Point presentation slides discusses past cases. -EEO policy does not discuss history of sexual harassment.

Discrimination laws (WH1b)

The backbone of sexual harassment law is Title VII of the Civil Rights Act of 1964. This act protects individuals against employment discrimination on the basis of race, religion, color, **sex** (which includes sexual harassment), and national origin.

Interviews

Participants were consistent in their responses to the question related to WH1b. All participants agreed that Capital Metro's sexual harassment training goes over Title VII of the Civil Rights Act of 1964. Another consensus was that participants felt that they not only learned about sex discrimination, but learned about the other protected categories that go with discrimination. Table 6.2 lists some of the responses to the question related to WH1b.

Document Analysis

Capital Metro's EEO Basics training manual discusses Title VII as well as the other major EEO discrimination laws. The training manual offers discrimination laws in the PowerPoint slides, EEO policy statement and the Anti-Harassment policy statement. All of these documents are in the training manual. Table 6.2 lists the findings of this document analysis as they pertain to WH1b.

Capital Metro's EEO policy addresses discrimination law in the very first paragraph. The EEO policy describes how EEO is the right of all persons to be free from unlawful forms of discrimination in employment. It also discusses how Capital Metro is committed to EEO for all persons regardless of race, color, creed, national origin, gender, age, sexual orientation, disability, citizenship status, veteran status, or other class

recognized by law. Table 6.2 lists the findings of this document analysis as they pertain to WH1b.

Level of Support

Based on the interviews and document analysis, WH1b was strongly supported. Each participant clearly felt that Capital Metro provides discrimination law training.

TABLE 6.2-Working Hypothesis 1b (WH1b) Results

WH1b: Capital Metro provides training on discrimination law.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the sexual harassment training address discrimination law?	- Addresses Title VII thoroughly -Addresses discrimination laws including sexual harassment -Covers the meaning of discrimination -Shows video of discrimination issues
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address discrimination laws?	-Manual has Power Point slides on Title VII -Anti-harassment statement -EEO policy statement addresses Title VII

Definitions (WH1c)

Definitions are the building block to knowledge. It is important to learn definitions to truly grasp any concept. Sexual harassment definitions are important because it gives the foundation for learning the laws that accompany the definitions of sexual harassment.

Interviews

Participants were consistent in their responses to the question related to WH1c. All participants agreed that Capital Metro's sexual harassment training goes over the two definitions of workplace harassment. Another consensus was that participants feel that learning about definitions of sexual harassment is important for the overall knowledge of sexual harassment. Table 6.3 lists some of the responses to the question related to WH1c.

Document Analysis

The EEO basic training manual offers sexual harassment definitions in the PowerPoint slides, and the anti-harassment policy statement. All of these documents are in the training manual. Table 6.3 lists the findings of this document analysis as they pertain to WH1c.

Capital Metro's EEO policy statement discusses the commitment of Capital Metro to prohibit discrimination based on all of the protected categories, but it does not address sexual harassment definitions. Table 6.3 lists the findings of this document analysis as they pertain to WH1c.

Level of Support

Based on the interviews and document analysis, WH1c had limited support. While the interviews proved to have strong support, unfortunately the EEO policy did not address any actual definitions. The anti-harassment statement provided the definitions of sexual harassment in the workplace.

TABLE 6.3-Working Hypothesis 1c (WH1c) Results

WH1c: Capital Metro provides training on sexual harassment definitions.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the sexual harassment training address sexual harassment definitions?	-Training covers Quid Pro Quo and Hostile Work environment. -Learning definitions is important tool for training. -“Sexual Harassment Video goes over both definitions well.”
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address sexual harassment definitions?	-Manual has anti-harassment statement that has sexual harassment definitions. -Power Point slides have definitions -EEO policy does not address sexual harassment definitions

Policy (WH1d)

Equal Employment Opportunity (EEO) is the right of all persons to be free from unlawful forms of discrimination in all aspects of employment. This includes any type of employment harassment. It is important to have an EEO policy as well as a harassment policy that all employees can adhere to. The policy reminds employees that discrimination and harassment will not be tolerated in the workplace.

Interviews

Participants were consistent in their responses to the question related to WH1d. All participants agreed that Capital Metro’s sexual harassment training addresses EEO and sexual harassment policy.

Another consensus was that participants felt that “learning about the policy will help employees understand and be cognizant of proper workplace behavior.” Table 6.4 lists some of the responses to the question related to WH1d.

Document Analysis

The Capital Metro’s EEO Basics training manual captures EEO policy in the PowerPoint slides, the EEO policy itself and the harassment policy. Table 6.4 lists the findings of this document analysis as they pertain to WH1d.

Capital Metro’s EEO policy statement is a document that not only addresses the EEO policy, but it also addresses promoting and maintaining diversity, and recruiting and hiring qualified people without regard to their particular protected categories. Table 6.4 lists the findings of this document analysis as they pertain to WH1d.

Level of Support

Based on the interviews and document analysis, WH1d was strongly supported. Each participant clearly felt that Capital Metro provides training on EEO and sexual harassment policy. Documents also covered this topic.

TABLE 6.4-Working Hypothesis 1d (WH1d) Results

WH1d: Capital Metro provides training on EEO and Sexual Harassment policy.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does Capital Metro’s sexual harassment training address EEO and sexual harassment policy?	-Training addresses EEO and sexual harassment policy thoroughly. -Learning policy will help employees understand process. -Learning policy will help employees be cognizant of proper workplace behavior
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO Policy	Do these documents address Capital Metro EEO and Sexual Harassment policy?	-Anti-harassment policy addresses sexual harassment policy. Power Point slides addresses EEO and sexual harassment policy. -EEO policy addresses policy, diversity

TABLE 6.5 – Summary research evidence for WH1.

WH1: Capital Metro Sexual Harassment training provides adequate "know what" training.

Sub-hypotheses	Interviews	Documents Analyzed	Overall Support
WH1a: Capital Metro provides training on the history of sexual harassment laws.	Strong Support	Limited Support	Limited
WH1b: Capital Metro provides training on discrimination laws.	Strong Support	Strong Support	Strong
WH1c: Capital Metro provides training on sexual harassment definitions.	Strong Support	Limited Support	Limited
WH1d: Capital Metro provides training on EEO and harassment policy.	Strong Support	Strong Support	Strong
WH1: Overall Support	Strong	Strong	

Know how

WH2: Capital Metro Sexual Harassment training provides adequate “know how” training. “Know how” refers to the gaining and applying of a technique or skill.

Procedures (WH2a)

One of the most important things to do in regard to the issue of sexual harassment is the following of the policies and procedures of the organization. Policies are put in place for employees to follow. Sexual harassment training should teach employees “how to” understand the sexual harassment policies and “how to” follow the sexual harassment procedures.

Interviews

Participants were consistent in their responses to the question related to WH2a. All participants agreed that Capital Metro’s sexual harassment training addresses how to follow policy procedures protocol. Participants also achieved consensus that training provided specific steps that a person could follow if they believed that they have experienced or witnessed sexual harassment. Table 6.6 lists some of the responses to the question related to WH2a.

Document Analysis

Capital Metro’s EEO Basics training manual addresses the company procedures step-by-step in order to assist any employee who believes he/she is or was harassed by a supervisor, manager, co-worker, subordinate, client, supplier, or other person. The training manual includes step-by-step instructions in the anti-harassment policy statement. Table 6.6 lists the findings of this document analysis as they pertain to WH2a.

Capital Metro’s EEO policy does not specifically discuss protocol, but the policy does instruct where employees and applicants can file complaints.

The EEO policy also states that any employee who does not comply with this policy will be subject to disciplinary action, up to and including termination. Furthermore, the EEO policy states that members of management have an important responsibility to promote Capital Metro’s EEO policy and to ensure that they are effectively utilizing human resources and complying with all applicable laws. Table 6.6 lists the findings of this document analysis as they pertain to WH2a.

Level of Support

Based on the interviews and document analysis, WH2a was strongly supported. Each participant clearly felt that Capital Metro provides training on “how to” follow Capital Metro’s harassment policy protocol.

TABLE 6.6-Working Hypothesis 2a (WH2a) Results

WH2a: Capital Metro provides training on how to follow sexual harassment policy procedures protocol.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the sexual harassment training address how to follow procedures protocol?	- Training addresses how to follow procedures. -Training helps assist with knowing the necessary steps to take when harassment or discrimination develops. -Training aided in giving me guidance on what to do if confronted with harassment.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents provide instructions on how to follow procedures protocol?	- Training manual gives step-by-step instructions on the Power Point slides. -Manual gives step-by-step instruction in anti-harassment statement. -EEO policy instructs employees where to go to file complaints.

File and Report (WH2b)

An important procedure in regard to sexual harassment is filing or reporting a complaint. There are steps involved in reporting a complaint and if those steps are not followed or missed, the report may be inaccurate or incomplete. Proper sexual harassment training will teach employees how to properly file and report a claim.

Interviews

Participants were consistent in their responses to the question related to WH2b. All participants agreed that Capital Metro's sexual harassment training addresses how to file and report a claim of harassment. Another consensus was that training provided specific steps that a person could follow in order to file a claim of harassment. Table 6.7 lists some of the responses to the question related to WH2b.

Document Analysis

Capital Metro's EEO Basics training manual addresses the company procedures to file and report a claim of harassment. The training manual includes instructions in the PowerPoint presentation and in the anti-harassment policy statement. Table 6.7 lists the findings of this document analysis as they pertain to WH2b.

Capital Metro's EEO policy does not specifically discuss step-by-step on how to file a claim, but the EEO policy statement states that applicants and employees may file complaints alleging discrimination with the EEO Officer. Table 6.7 lists the findings of this document analysis as they pertain to WH2b.

Level of Support

Based on the interviews and document analysis, WH2b had limited support. Each participant clearly felt that Capital Metro provides training on how to report and file a

claim of harassment. The EEO policy does not state how to file and report a claim, but does state where to file.

TABLE 6.7-Working Hypothesis 2b (WH2b) Results

WH2b: Capital Metro provides training on how to file and report a claim of sexual harassment.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the Sexual Harassment training address how to file and report a complaint?	- Training specifies steps to file and report a claim of harassment -Training video discusses how to file and report a claim of harassment.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address how to file and report a complaint?	-Training manual addresses company procedures to file and report a claim of harassment in the Anti-Harassment statement. -Power Point slides address how to report and file a claim. -EEO policy does not state how but does state where to file a claim of harassment.

Document (WH2c)

A sexual harassment complaint should be backed by evidence. Documentation is a key source of evidence. A signal to begin documentation occurs when an individual feels uncomfortable. Documentation is useful because it makes it easier to recall the situation during an investigation. The complainant can use the documentation to tell their side of the story. Documenting the situation properly and correctly makes it easier to accurately, fairly and quickly resolve sexual harassment complaints.

Interviews

Participants were consistent in their responses to the question related to WH2c. All participants agreed that Capital Metro’s sexual harassment training addresses “how to” document sexual harassment situations. Participants also achieved consensus that the training particularly talks to managers about the importance of documenting any sexual harassment issue and the importance of reporting it to the EEO officer. Table 6.8 lists some of the responses to the question related to WH2c.

Document Analysis

Capital Metro’s EEO Basics training manual addresses how to document sexual harassment situations. The training manual includes documentation instructions on various slides on the PowerPoint presentation along with instructions in the anti-harassment policy statement. Table 6.8 lists the findings of this document analysis as they pertain to WH2c.

Capital Metro’s EEO policy statement does not address how to document sexual harassment situations, but it does state that applicants and employees may file complaints alleging discrimination with the EEO officer. Table 6.8 lists the findings of this document analysis as they pertain to WH2c.

Level of Support

Based on the interviews and document analysis, WH2c was strongly supported. Each participant clearly felt that Capital Metro provides training on how to document sexual harassment situations.

TABLE 6.8-Working Hypothesis 2c (WH2c) Results

WH2c: Capital Metro provides training on how to document sexual harassment situations.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address how to document sexual harassment situations?	-Training shows supervisors on how to document a sexual harassment complaint -Training reviewed different scenarios and gave instruction on each scenario.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address how to document sexual harassment situations?	-Training manual includes documentation on Power Point slides -Anti-harassment policy statement addresses how to document sexual harassment situations. -EEO policy does not address how to document situations.

Investigation (WH2d)

Before an individual or groups of individuals plan on going to file a claim of sexual harassment, it is important that they know what goes into an investigation and how an investigation is conducted. There are responsibilities that come with all investigations and everyone involved plays a major role in any investigation.

Interviews

Participants were consistent in their responses to the question related to WH2d. All participants agreed that Capital Metro’s sexual harassment training addresses how Capital Metro investigates sexual harassment cases, and most participants stated that

there was a step-by-step procedure in most cases. Table 6.9 lists some of the responses to the question related to WH2d.

Document Analysis

Capital Metro's EEO Basics training manual discusses how Capital Metro investigates sexual harassment cases in the anti-harassment policy statement section of the manual. Table 6.9 lists the findings of this document analysis as they pertain to WH2d.

Capital Metro's EEO policy document does not address how Capital Metro investigates sexual harassment cases, but it does state that the EEO officer oversees and implements the program. Table 6.9 lists the findings of this document analysis as they pertain to WH2d.

Level of Support

Based on the interviews and document analysis, WH2d was strongly supported. Each participant clearly felt that Capital Metro provides training on how Capital Metro investigates sexual harassment cases.

TABLE 6.9-Working Hypothesis 2d (WH2d) Results

WH2d: Capital Metro provides training on how Capital Metro investigates sexual harassment complaints.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does Capital Metro sexual harassment training address how Capital Metro investigates sexual harassment complaints?	-EEO officer provides step-by-step instructions on Capital Metro’s investigative process. -Training video provides information on investigative procedures that is closely related to Capital Metro’s.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address how Capital Metro investigates sexual harassment complaints?	-Training manual addresses how Capital Metro investigates cases in the anti-harassment policy -EEO policy does not address how Capital Metro investigates cases.

TABLE 6.10 – Summary research evidence for WH2.

WH2: Capital Metro Sexual Harassment training provides adequate "know how" training.			
Sub-hypotheses	Interviews	Documents Analyzed	Overall Support
WH2a: How to follow Capital Metro Harassment policy procedures protocol.	Strong Support	Strong Support	Strong
WH2b: How to file and report a complaint of harassment.	Strong Support	Limited Support	Limited
WH2c: How to document Sexual Harassment situations.	Strong Support	Limited Support	Limited
WH2d: How Capital Metro investigates sexual harassment cases.	Strong Support	Limited Support	Limited
WH2: Overall Support	Strong	Limited	

Know why

WH3: Capital Metro sexual harassment training provides adequate “know why” training. “Know why” refers to knowledge about cause and effect.

Compliance (WH3a)

The enactment of laws by Congress helps to shape the local laws, rules and regulations, policies and procedures of organizations at the local level. Since these laws are put into place, it is important that agencies and their employees abide by these laws, especially agencies like Capital Metro because it receives federal funding.

Interviews

Participants were consistent in their responses to the question related to WH3a. All participants believed that Capital Metro’s sexual harassment training does not go into detail and explain the importance of federal compliance. The training does address major federal laws, but the training does not go into the importance of being federally compliant. The training does address (briefly) the responsibility of management to promote the EEO policy and to ensure that Capital Metro is complying with applicable EEO laws. Table 6.11 lists some of the responses to the question related to WH3a.

Document Analysis

Capital Metro’s EEO Basics training manual does address the issue of federal compliance with EEO laws in the Power Point slides as well as the anti-harassment policy statement. The anti-harassment policy statement says that sexual harassment is a violation of federal law and state law. Table 6.11 lists the findings of this document analysis as they pertain to WH3a.

Capital Metro’s EEO policy addresses the importance of federal compliance by briefly stating the responsibility of management to promote the EEO policy and ensure

that Capital Metro is complying with applicable EEO laws. It also states that “any employee who does not comply with the EEO policy will be subject to disciplinary action, up to and including termination of employment.” Table 6.11 lists the findings of this document analysis as they pertain to WH3a.

Level of Support

Based on the interviews and document analysis, WH3a had limited support. Each participant clearly felt that Capital Metro’s training does not go into detail and explain the role of federal compliance.

TABLE 6.11-Working Hypothesis 3a (WH3a) Results

WH3a: Capital Metro provides training on the importance of compliance with federal law.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does the sexual harassment training address the importance of compliance?	-Training does not go into detail about compliance. -Training addresses all major EEO federal laws. -Addresses the responsibility of management to comply with applicable EEO laws.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address the importance of compliance?	-Anti-harassment policy in training manual states that sexual harassment is a violation of state and federal law. -EEO policy addresses compliance by addressing that Capital Metro be compliant with EEO laws.

Harassment Policy (WH3b)

Companies should have their own policies to keep members on the same page and let them know what is to be expected of them. Training should also explain “why” it is important to follow the policy. Sexual harassment policy is important to follow, because it not only protects the organization, but the individual as well. Employees should comply because there are consequences for non-compliance.

Interviews

Participants were consistent in their responses to the question related to WH3b. All participants agreed that Capital Metro’s sexual harassment training addresses why employees should follow Capital Metro’s sexual harassment policy. Participants also agreed that this is the key focus of the training and is included in all aspects of what is communicated. Table 6.12 lists some of the responses to the question related to WH3b.

Document Analysis

Capital Metro’s EEO Basics training manual addresses what the employee can do in response to the harassment policy. The sexual harassment policy provides examples of unlawful sexual harassment and it also states that management will take all necessary and appropriate action to ensure enforcement of this policy. Employees committing such acts and managers who fail to take appropriate action will be subject to disciplinary action up to and including termination of employment. Table 6.12 lists the findings of this document analysis as they pertain to WH3b.

Capital Metro’s EEO policy statement states the importance of management’s role in promoting EEO and Discrimination policy while complying with applicable laws. It also states that any employee who does not comply will be subject to disciplinary action,

up to and including termination of employment. Table 6.12 lists the findings of this document analysis as they pertain to WH3b.

Level of Support

Based on the interviews and document analysis, WH3b was strongly supported. Each participant clearly found that Capital Metro sexual harassment training explains why employees should follow Capital Metro’s sexual harassment policy.

TABLE 6.12-Working Hypothesis 3b (WH3b) Results

WH3b: Capital Metro provides training on why employees should follow Capital Metro’s harassment policy.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address the importance of following sexual harassment policy?	-Key focus of the training -Employees need to know that Capital Metro is serious about sexual harassment. -Important to have all employees be involved in the elimination of sexual harassment
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address why employees should follow sexual harassment policy?	-Anti-harassment policy states that management will take all steps necessary to enforce policy. -EEO policy addresses disciplinary action if policy is not followed.

Complaint Procedures (WH3c)

Sexual harassment training provides an important connection with teaching employees procedures. Teaching employees why it is important to follow the proper sexual harassment complaint procedures ensures that the process runs smoothly and correctly.

Having a proper and structured complaint procedure makes it easier for the investigator to get all the facts needed to conduct a thorough investigation. It keeps the investigative process organized and structured.

Interviews

Participants were consistent in their responses to the question related to WH3c. All participants agreed that Capital Metro's sexual harassment training addresses the importance of following company complaint procedures. Participants also agreed they are learning that complaint procedures are important to know because they ensure the process moves at an organized pace. Also, it was stated that learning the complaint procedures makes it easier for the EEO officer to do an investigation. Table 6.13 lists some of the responses to the question related to WH3c.

Document Analysis

Capital Metro's EEO basics training manual addresses why the employees should follow complaint procedures in the PowerPoint presentation. A slide in the PowerPoint presentation provides information regarding how to prevail in EEO complaints. One of the important aspects of prevailing in EEO complaints is to follow the complaint procedures. Table 6.13 lists the findings of this document analysis as they pertain to WH3c.

Capital Metro’s EEO policy statement does not address the importance of following complaint procedures but it does address that employees can file a complaint with the EEO Officer. Table 6.13 lists the findings of this document analysis as they pertain to WH3c.

Level of Support

Based on the interviews and document analysis, WH3c had limited support. Each participant clearly felt that Capital Metro provides training on why employees should follow company complaint procedures, but the EEO policy does not address complaint procedures.

TABLE 6.13-Working Hypothesis 3c (WH3c) Results

WH3c: Capital Metro provides training on why employees should follow Capital Metro’s complaint procedures.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address why it is important to follow complaint procedures?	-Training addresses importance of following complaint procedures. -Gives guidance -Keeps us organized -Explains what is needed to assist the EEO officer in his investigation process.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address why employees should follow procedure?	-Power Point slides addresses how to prevail in EEO complaints and gives steps to do so. -Anti-harassment policy states the importance of following complaint procedures and corrective action measures. -EEO policy does not address complaint procedures.

Training and Evaluation (WH3d)

It is important for all employees of companies to receive sexual harassment training. It is important not only for all the employees but especially for the management who work for the company. It can keep employers out of lawsuits and it can keep employees feeling confident that they work in an environment free from harassment.

Evaluation of sexual harassment training is essential because it gives the trainer a gauge on how good the training was and it also helps in making any improvements to the training itself.

Interviews

Participants were consistent in their responses to the question related to WH3d. All participants agreed that Capital Metro's sexual harassment training addresses the importance of receiving sexual harassment training. Participants agreed that training is important to remind management of the policies and procedures for preventing and addressing alleged harassment. Evaluation is important for improving training. Table 6.14 lists some of the responses to the question related to WH3d.

Document Analysis

Capital Metro's EEO Basics training manual was made so that anyone in Human Resources could train managers on EEO and sexual harassment. The training manual itself shows the importance of sexual harassment training. In the back of the EEO Basics training manual, there is an evaluation form. The evaluation form contains questions related to how the training was conducted and how the training could be better. Table 6.14 lists the findings of this document analysis as they pertain to WH3d.

Capital Metro’s EEO policy statement does not specifically address the importance of sexual harassment training, but it does address the commitment of Capital Metro to adhere to the EEO policy. The EEO policy does not address the importance of evaluation. Table 6.14 lists the findings of this document analysis as they pertain to WH3d.

Level of Support

Based on the interviews and document analysis, WH3d was strongly supported. Each participant clearly felt that Capital Metro provides training on the importance of receiving sexual harassment training and evaluations.

TABLE 6.14-Working Hypothesis 3d (WH3d) Results

WH3d: Capital Metro provides training on why it is important to receive sexual harassment training and evaluation.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does Capital Metro’s sexual harassment training address the importance of sexual harassment training and evaluation?	<ul style="list-style-type: none"> -Training is given annually -Training is required for all employees and managers get a more in-depth and detailed training. -Show employees that Capital Metro has a zero tolerance for any type of harassment. -Evaluation is important for improving training overall.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address the importance of training and evaluation?	<ul style="list-style-type: none"> -Training manual is important because it can be used by any manager to conduct training. -Evaluation form is required to be filled out by everyone after training and is given to the EEO officer to make improvements.

TABLE 6.15 – Summary research evidence for WH3.

WH3: Capital Metro Sexual Harassment training provides adequate "know why" training.			
Sub-hypotheses	Interviews	Documents Analyzed	Overall Support
WH3a: Why it is important to be in compliance with Federal Equal Employment Opportunity law.	Limited Support	Strong Support	Limited
WH3b: Why employees should follow Capital Metro sexual harassment policy.	Strong Support	Strong Support	Strong
WH3c: Why employees should follow company complaint procedures.	Strong Support	Limited Support	Limited
WH3d: Why it is important to receive sexual harassment training and evaluations.	Strong Support	Limited Support	Limited
WH3: Overall Support	Strong	Strong	

Know who

WH4: Capital Metro sexual harassment training provides adequate “know who” training. “Know who” refers to the knowledge of others abilities.

EEO Officer (WH4a)

The EEO Officer is responsible for handling complaint, grievances, situations and issues dealing with EEO and sexual harassment.

The EEO officer is usually the expert on all EEO issues and handles the training of employees regarding EEO laws as well as the investigation of discrimination and sexual harassment issues.

Interviews

Participants were consistent in their responses to the question related to WH4a. All participants agreed that Capital Metro's sexual harassment training addresses contacting the EEO officer for sexual harassment issues. Consensus was also reached among participants who felt that since the EEO officer does the training, they feel comfortable asking the EEO officer questions during the training. Table 6.16 lists some of the responses to the question related to WH4a.

Document Analysis

Capital Metro's EEO Basics training manual addresses contacting the EEO officer. The anti-harassment policy statement addresses how to contact the EEO officer, and the phone number of the EEO officer. Table 6.16 lists the findings of this document analysis as they pertain to WH4a.

Capital Metro's EEO policy addresses contacting the EEO officer. The EEO policy statement says that the EEO officer is responsible for the EEO program and that all employees can file complaints alleging discrimination and harassment with the EEO officer. Table 6.16 lists the findings of this document analysis as they pertain to WH4a.

Level of Support

Based on the interviews and document analysis, WH4a was strongly supported. Each participant clearly felt that Capital Metro provides training on contacting the EEO officer for sexual harassment issues, matters and complaints.

TABLE 6.16-Working Hypothesis 4a (WH4a) Results

WH4a: Capital Metro provides training on contacting the EEO department.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address contacting the EEO officer?	-During training, the EEO officer provides his location, number and email address. -EEO officer name, number and email address in the Power Point slide at the end of presentation. -Feel comfortable asking EEO officer questions and contacting him for sensitive issues.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents provide EEO officer contact information?	-EEO officer’s number is located in the anti-harassment policy -EEO policy states that employees who want to file a complaint of harassment need to contact the EEO officer immediately.

Human Resources (WH4b)

The Human Resources department handles various human resources issues. At Capital Metro, when the EEO officer is not available, the Human Resources Director is responsible for the EEO Officers’ duties, including issues involving sexual harassment.

Interviews

Participants were consistent in their responses to the question related to WH4b. All participants agreed that Capital Metro’s Sexual Harassment training addresses contacting the Human Resources manager for sexual harassment issues, matters and complaints if the EEO officer is not present. Participants also agreed that the video on

sexual harassment during the training addresses contacting the Human Resources manager on sexual harassment issues. Table 6.17 lists some of the responses to the question related to WH4b.

Document Analysis

Capital Metro's EEO Basics training manual addresses contacting the Human Resources manager in the Anti-Harassment policy statement. The statement says that complaints shall be made immediately and confidentially, consistent with applicable legal requirements to the EEO officer or the Human Resources manager. Table 6.17 lists the findings of this document analysis as they pertain to WH4b.

Capital Metro's EEO policy statement addresses that Capital Metro employees need to utilize Human Resources and comply with all applicable laws. Table 6.17 lists the findings of this document analysis as they pertain to WH4b.

Level of Support

Based on the interviews and document analysis, WH4b was strongly supported. Each participant clearly felt that Capital Metro provides training on contacting Human Resources and the human resources manager for sexual harassment issues, matters and complaints if the EEO officer is not present.

TABLE 6.17-Working Hypothesis 4b (WH4b) Results

WH4b: Capital Metro provides training on contacting the human resources department (manager) when the EEO department is not present.		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address contacting the Human Resources manager?	-Training directs employees to contact the HR manager if EEO officer is not present. -If not satisfied with EEO officer’s investigation, the HR manager is next in line.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents provide the Human Resources managers contact information?	-Anti-harassment policy statement addresses contacting the HR manager for EEO issues if EEO is not present. -EEO policy states that employees need to utilize HR and comply with all applicable laws.

Texas Workforce Commission (WH4c)

After a claim of sexual harassment has been filed with the company or organization, the claimant has the right to go to a local authority to handle their claim if they do not agree with the findings of the company. The Texas Workforce Commission (TWC) takes the claim and does its own investigation. It is important that during sexual harassment training, the trainer explains that the TWC is another avenue to go to if the claimant is not satisfied with the internal investigation.

Interviews

Participants were consistent in their responses to the question related to WH4c. All participants agreed that Capital Metro’s sexual harassment training briefly goes over contacting the TWC. Participants also agreed that the EEO officer briefly states that if the

claimant is not satisfied with the internal investigation, they can contact the TWC and file an additional claim of discrimination. Table 6.18 lists some of the responses to the question related to WH4c.

Document Analysis

Capital Metro's EEO Basics training manual does not address contacting the TWC. Table 6.18 lists the findings of this document analysis as they pertain to WH4c.

Capital Metro's EEO policy statement does not address contacting the TWC either. Table 6.18 lists the findings of this document analysis as they pertain to WH4c.

Level of Support

Based on the interviews and document analysis, WH4c was weak. Each participant clearly felt not enough was said in regard to contacting the TWC for filing an additional claim of discrimination.

TABLE 6.18-Working Hypothesis 4c (WH4c) Results

WH4c: Capital Metro provides training on contacting the local Texas Workforce Commission (TWC).		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does sexual harassment training address contacting the TWC?	-Training <i>briefly</i> goes over contacting TWC. -EEO officer mentions TWC if an employee wants to file a claim locally. -TWC is mentioned only once at the end of training.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents provide Texas Workforce Commission (TWC) contact information?	-Training manual does not address contacting TWC. -EEO policy does not address contacting TWC.

EEOC (WH4d)

The EEOC is the federal agency responsible for investigation of allegations of discrimination and harassment including sexual harassment. If an individual believes that they have been discriminated against at work because of race, color, religion, sex (including sexual harassment), national origin, age (40 or older), disability or genetic information, they can file a charge of discrimination with the EEOC.

Interviews

Participants were consistent in their responses to the question related to WH4d. All participants agreed that Capital Metro’s Sexual Harassment training briefly addresses contacting the EEOC. Participants also felt that more information needs to be added to

address how to contact the EEOC in regard to filing a claim of discrimination. Table 6.19 lists some of the responses to the question related to WH4d.

Document Analysis

Capital Metro's EEO Basics training manual does not address contacting the EEOC or provide EEOC contact information. Table 6.19 lists the findings of this document analysis as they pertain to WH4d.

Capital Metro's EEO policy does not address contacting the EEOC to file claims or provide information on how to contact the EEOC. Table 6.19 lists the findings of this document analysis as they pertain to WH4d.

Level of Support

Based on the interviews and document analysis, WH4d was weak. Each participant clearly felt that Capital Metro provides very limited training on contacting the EEOC for filing discrimination claims. The EEO Basics training manual as well as the EEO policy does not address contacting the EEOC.

TABLE 6.19-Working Hypothesis 4d (WH4d) Results

WH4d: Capital Metro provides training on contacting the Equal Employment Opportunity Commission (EEOC).		
Method	Question	Responses/Findings
Interviews with upper level administration, mid-level management and first-line supervisors.	How does Capital Metro sexual harassment training address and provide EEOC contact information?	-Training <i>briefly</i> goes over contacting EEOC. -EEO officer mentions EEOC if an employee wants to file a claim with the EEOC in San Antonio or the Dallas field office.
Document Analysis: 1). Capital Metro EEO Basics training manual 2).Capital Metro EEO policy	Do these documents address and provide the EEOC contact information?	-Training manual does not address contacting TWC. -EEO policy does not address contacting TWC.

TABLE 6.20 – Summary research evidence for WH4.

WH4: Capital Metro Sexual Harassment training provides adequate "know why" training.			
Sub-hypotheses	Interviews	Documents Analyzed	Overall Support
WH4a: Capital Metro provides training on contacting the Equal Employment Opportunity Officer.	Strong Support	Strong Support	Strong
WH4b: Capital Metro provides training on contacting the Human Resources Manager.	Strong Support	Strong Support	Strong
WH4c: Capital Metro provides training on contacting the local TWC.	Limited Support	Weak Support	Weak
WH4d: Capital Metro provides training on contacting the EEOC.	Limited Support	Weak Support	Weak
WH4: Overall Support	Strong	Limited	

Summary

Chapter 6 has provided the results of the research performed for this applied research project. Given the documents analyzed, it seems that the sexual harassment training for managers is at a good level. Due to time constraints and scheduling conflicts, only ten participants were interviewed. The interview results are encouraging but cannot be generalized. The research purposes were exploratory in nature - to determine if Capital Metro uses Lundvall's taxonomy of knowledge principles to evaluate sexual harassment training. Working hypotheses and multiple sub-hypotheses were used to examine whether Lundvall's four knowledge principles (*know what*, *know how*, *know why* and *know who*) were employed in sexual harassment training at Capital Metro.

Chapter 7 gives concluding remarks, describes research limitations, and offers recommendations to further develop sexual harassment training for Capital Metro Transit Authority.

Chapter 7 Conclusions

The final chapter of this ARP summarizes the information and results presented. This project had a three-fold research purpose. First, it was to explore Dr. Bengt-Ake Lundvall's principles of the taxonomy of knowledge in relation to sexual harassment management training at Capital Metro Transit Authority. Second, this research study assessed Capital Metro's sexual harassment management training using the Lundvall's taxonomy principles. Third, based on the assessment, this study provides recommendations to improve Capital Metro's managerial sexual harassment training. Interviews with all levels of management were conducted and document analyses were performed to address the research purpose.

Know what (WH1)

The elements of *know what*, as identified and practiced at Capital Metro, are summarized below.

Capital Metro provides training on the history of sexual harassment law (WH1a).

It was determined that Capital Metro's sexual harassment training does a very thorough job addressing the history of sexual harassment law. Capital Metro addresses the Civil Rights Act of 1964 (Title VII), Meritor Savings Bank, Clarence Thomas, and the *Faragher* and *Ellerth* cases. Capital Metro also touches on the establishment of the Equal Employment Opportunity Commission through the Power Point presentation section of the training.

Capital Metro provides training on discrimination laws (WH1b).

Capital Metro's sexual harassment training addresses Title VII and discrimination laws, including laws of sexual harassment. The training also covers the various meanings of discrimination. The training program also shows a video of discrimination at the workplace from the managers' perspective. The training addresses discrimination law through the anti-harassment statement and the Capital Metro EEO policy statement.

Capital Metro provides training on sexual harassment definitions (WH1c).

Capital Metro trains managers on the two types (definitions) of sexual harassment in the workplace. Training covers hostile working environment and quid pro quo. Learning the definitions of sexual harassment is important for sexual harassment training overall. The sexual harassment video reviews both types of sexual harassment. The EEO Basics training manual offers sexual harassment definitions as well.

Capital Metro provides training on EEO and sexual harassment policy (WH1d).

Capital Metro continues to provide training on the policy of sexual harassment and EEO. Learning these policies helps employees and especially managers understand the process. Learning these two policies will keep employees cognizant of proper workplace behavior. The anti-harassment and EEO policy addresses both policies as well.

Know how (WH2)

The elements of *know how*, as identified and practiced at Capital Metro, are summarized below.

Capital Metro provides training on how to follow Capital Metro harassment policy procedures protocol (WH2a).

It was determined that Capital Metro's sexual harassment training addresses how to follow policy procedures protocol. Training helps assist with knowing the necessary steps to take when harassment or discrimination develops and gives managers guidance on what to do when confronted with harassment. The EEO Basics manual gives step-by-step instruction on how to follow procedures when an employee is confronted with sexual harassment.

Capital Metro provides training on how to report and file a claim of harassment (WH2b).

Specific steps are necessary in order to report and file a claim of sexual harassment. Capital Metro's sexual harassment training goes over this process thoroughly through videos and role-playing with participants. The training manual also address the company's procedures to file and report a claim of harassment in the Anti-Harassment policy statement.

Capital Metro provides training on how to document sexual harassment situations (WH2c).

It is important for supervisors and managers to document anything related to reports of sexual harassment from their employees. It was determined that the training addressed supervisors and managers on how to document sexual harassment complaints.

The training also went over different case study scenarios and gave instructions to the participants on each scenario. The anti-harassment policy addresses how to document sexual harassment situations.

Capital Metro provides training on how Capital Metro investigates sexual harassment complaints (WH2d).

Capital Metro established a process in regard to investigating sexual harassment complaints. During the training, the EEO officer provides step-by- step instructions on the investigative process so employees know what to expect when they file a claim of harassment. The training video provides information on investigative procedures that is closely related to Capital Metro's. The anti-harassment policy addresses how the EEO officer investigates complaints.

Know why (WH3)

The elements of *know why*, as identified and practiced at Capital Metro, are summarized below.

Capital Metro provides training on why it is important to be in compliance with federal Equal Employment Opportunity law (WH3a).

Capital Metro training addresses all of the major federal laws but it does not go into detail about compliance. The anti-harassment policy in the training manual addresses sexual harassment as a federal law and the EEO Basics manual policy addressed compliance by stating that Capital Metro needs to be compliant with all EEO laws.

Capital Metro provides training on why employees should follow Capital Metro's sexual harassment policy (WH3b).

The issue of following the sexual harassment policy at Capital Metro is the key focus of the training. Employees need to know that Capital Metro is serious about sexual harassment and has zero tolerance for any such behavior. It is important that all employees, especially managers be involved in the elimination of sexual harassment.

Capital Metro provides training on why employees should follow company complaint procedures (WH3c).

Following company complaint procedures gives guidance to all employees. It also keeps us organized. Capital Metro sexual harassment training addresses the importance of following all complaint procedures. The Power Point slides address how to prevail in EEO complaints and gives steps to do so. The anti-harassment policy states the importance of following complaint procedures and corrective actions.

Capital Metro provides training on why it is important to receive sexual harassment training and evaluations (WH3d).

At Capital Metro, supervisor and manager training are given annually. Training is mandatory and required for all employees, supervisors and managers of Capital Metro. Mandatory training shows all employees that Capital Metro has a zero tolerance for any type of harassment. The EEO Basics training manual is important because it can be used by any supervisor or manager to conduct training for their staff. Evaluations are important at Capital Metro because it is a tool to be used to improve training overall.

Know who (WH4)

The elements of *know who*, as identified and practiced at Capital Metro, are summarized below.

Capital Metro provides training on contacting the EEO officer for sexual harassment issues, matters and complaints (WH4a).

During the actual training itself, the EEO officer makes sure that all employees know his name, email address and physical location on site. The same information is found in the Power Point presentation. Some managers feel comfortable addressing the EEO officer and asking the EEO officer about sexual harassment cases, policies and laws. The EEO officer's number is also located in the anti-harassment policy statement.

Capital Metro provides training on contacting the Human Resources manager for sexual harassment issues, matters and complaints if the EEO officer is not present (WH4b).

Capital Metro managers are told during training to contact the Human Resources manager if the EEO officer is not present to take the complaint. Also if the complainant is not satisfied with the original investigation findings by the EEO officer, the complainant can appeal to the human resources manager.

Capital Metro provides training on contacting the local Texas Workforce Commission (TWC) on Equal Employment Opportunity (WH4c).

If an employee wants to file a claim locally after they have filed a claim unsuccessfully at their place of employment, they can file a claim of sexual harassment with the TWC. Capital Metro sexual harassment training briefly discusses TWC at the end of training. The training manual and EEO policy does not address contacting the TWC. Capital Metro will need to improve in this area of the training.

Capital Metro provides training on contacting the Equal Employment Opportunity Commission (EEOC) (WH4d).

If an employee wants to file a claim federally after they have filed a claim unsuccessfully at their place of employment, they can file a claim of sexual harassment with the EEOC. Capital Metro's sexual harassment training briefly discusses contacting the EEOC at the end of training. Neither the training manual nor the EEO policy addresses contacting the EEOC. Capital Metro will need to improve in this area of the training. Tables 7.1 and 7.2 identify research evidence and recommendations based on the research findings.

Table 7.1 - Research Evidence and Recommendations for WH1 (Know What) and WH2 (Know How).

WH1: Capital Metro sexual harassment training provides adequate "know what" training.				
	Interviews	Documents Analyzed	Overall Support	Recommendations
WH1a: Capital Metro provides training on the history of sexual harassment laws.	Strong Support	Limited Support	Limited	Continue to address the history of sexual harassment to all employees.
WH1b: Capital Metro provides training on discrimination laws.	Strong Support	Strong Support	Strong	Continue to address all applicable EEO discrimination laws.
WH1c: Capital Metro provides training on sexual harassment definitions.	Strong Support	Limited Support	Limited	Continue to provide sexual harassment workplace definitions.
WH1d: Capital Metro provides training on EEO and harassment policy.	Strong Support	Strong Support	Strong	Continue to address EEO and harassment policy.
WH1: Overall Support	Strong	Strong		Increase efforts to make sexual harassment training more interactive and fun.
WH2: Capital Metro sexual harassment training provides adequate "know how" training.				
	Interviews	Documents Analyzed	Overall Support	Recommendations
WH2a: Capital Metro provides training on how to follow Capital Metro harassment policy procedures protocol.	Strong Support	Strong Support	Strong	Continue to address the proper procedures of following Capital Metro's policy protocol.
WH2b: Capital Metro provides training on how to file and report a complaint of harassment.	Strong Support	Limited Support	Limited	Emphasize the importance of how to report and file a complaint of harassment. Make pamphlets for employees to take with them after training.
WH2c: Capital Metro provides training on how to document sexual harassment situations.	Strong Support	Limited Support	Limited	Emphasize the importance of documentation and make a write-up in the training manual and a pamphlet to take with them when training is over.
WH2d: Capital Metro provides training on how Capital Metro investigates sexual harassment cases.	Strong Support	Limited Support	Limited	Document more on the steps that the EEO officer takes to investigate a complaint.
WH2: Overall Support	Strong	Limited		Increase efforts to document more processes regarding investigations and reporting.

Table 7.2 - Research Evidence and Recommendations for WH3 (Know why) and WH4 (Know who).

WH3: Capital Metro sexual harassment training provides adequate "know why" training.				
	Interviews	Documents Analyzed	Overall Support	Recommendations
WH3a: Capital Metro provides training on why it is important to be in compliance with Federal Equal Employment Opportunity law.	Limited Support	Strong Support	Limited	During training, address the importance of being compliant with the federal laws. Show examples of agencies that have not complied or examples of agencies that have lost EEO claims.
WH3b: Capital Metro provides training on why employees should follow Capital Metro sexual harassment policy.	Strong Support	Strong Support	Strong	Continue to explain to employees the importance of complying with Capital Metro's sexual harassment policy and the consequences when the policy is not followed.
WH3c: Capital Metro provides training on why employees should follow company complaint procedures.	Strong Support	Limited Support	Limited	Continue training employees on the significance of why employees should follow complaint procedures. Start documenting the reasons why and address the reasons in the EEO policy.
WH3d: Capital Metro provides training on why it is important to receive sexual harassment training and evaluations.	Strong Support	Limited Support	Limited	Continue having mandatory employee and managerial training sessions. Make improvements with the evaluations that are given.
WH3: Overall Support	Strong	Strong		Document compliance and complaints issues
WH4: Capital Metro Sexual Harassment training provides adequate "know who" training.				
	Interviews	Documents Analyzed	Overall Support	Recommendations
WH4a: Capital Metro provides training on contacting the Equal Employment Opportunity officer.	Strong Support	Strong Support	Strong	Continue to address name, phone number and email address in training. Continue to put information on EEO policy and anti-harassment policy.
WH4b: Capital Metro provides training on contacting the Human Resources Manager.	Strong Support	Strong Support	Strong	Continue to provide information regarding contacting the HR Manager when EEO officer is not available.
WH4c: Capital Metro provides training on contacting the local TWC.	Limited Support	Weak Support	Weak	Start addressing the importance of contacting the local TWC office for discrimination and harassment issues. Put contact information on documents.
WH4d: Capital Metro provides training on contacting the EEOC.	Limited Support	Weak Support	Weak	Start addressing the importance of contacting the local and federal EEOC for discrimination and harassment issues. Put contact information on documents.
WH4: Overall Support	Strong	Limited		Start addressing TWC and EEOC more.

Overall, research evidence suggests that Capital Metro conducts their sexual harassment training program using Dr. Lundvall's taxonomy principles. The "know what" taxonomy principle is the strongest principle regarding sexual harassment training at Capital Metro. It is important that employees, particularly managers, know the history, definitions, laws and policies of sexual harassment. Managers and supervisors were used in this case study because they are the representatives of the company and it is important that they have all the tools necessary to recognize and stop harassment before it becomes a much larger problem.

The research also shows that the "know who" taxonomy principle was the weakest in regard to sexual harassment training at Capital Metro. Employees know how to contact the EEO officer and HR manager, but what is most important is contacting the local civil rights offices or even the federal Equal Employment Opportunity Office (EEOC) when needed. The EEOC is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including sexual harassment), national origin, age (40 or older), disability or genetic information. This is important information that all employees should know more about through training.

Overall, the conceptualization of this research project could be used to analyze other companies' sexual harassment training programs.

Suggestions for future research:

1. *Develop a questionnaire based on Lundvall's taxonomy.*
2. *Interview more supervisors and managers.*
3. *Add a focus group as an additional research technique.*

Appendix A: Evaluation Form

Sexual Harassment Training for Managers

Level One Evaluation

Indicate your thoughts regarding the **Sexual Harassment Training for Managers** by responding to the items below. Rate each item on the numbered scale using:

E = Excellent VG = Very Good F = Fair P = Poor NA= Not Applicable

Respond to each item below by checking the box that correctly corresponds to your response.

Materials

	E	VG	F	P	NA
1. Appearance and format of the EEO Basics Training Manual.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Effectiveness of the PowerPoint slides.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Overall effectiveness of the materials based on your ability to follow and understand them:					
– EEO Basics Manual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– EEO Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Instructional Strategies

	E	VG	F	P	NA
4. Sufficient opportunity for you to interact with instructors and other participants during the session.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Effectiveness of each training topic and supporting exercises:					
– Role play	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Sexual Harassment Video	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Power Point	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Discrimination laws and Definitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
– Sexual Harassment cases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Sexual Harassment laws
- EEO policy
- Sexual Harassment Definitions
- Anti-Harassment policy

Instructor's Skills

- | | E | VG | F | P | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 6. Level of subject matter knowledge of the instructor. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Overall effectiveness of the instructor, such as preparation, communication, and interaction with audience. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

- over -

Logistics

- | | E | VG | F | P | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 8. Convenience of the schedule, such as timing and length. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Quality of the training facility (Did the facility support the training experience?). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Overall Evaluation

- | | E | VG | F | P | NA |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 10. Overall, how would you rate the sexual harassment training as an educational experience to help you understand and do your job better? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. How well did the workshop meet your expectations? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. What did you like most about the sexual harassment training? | | | | | |

13. What improvements or recommendations would you suggest for future sessions?

14. Other comments:

Your feedback is important to us. We thank you!

Appendix B: Interview Questions

Know-what

How does Capital Metro's sexual harassment training address the history of sexual harassment?

How does Capital Metro's sexual harassment training address Discrimination Laws?

How does Capital Metro's sexual harassment training address Sexual Harassment Laws and Definitions?

How does Capital Metro's sexual harassment training address EEO and Sexual Harassment policy?

Know-how

How does Capital Metro's sexual harassment training address how to follow Sexual Harassment procedures?

How does Capital Metro's sexual harassment training address how to file and report a complaint?

How does Capital Metro's sexual harassment training address how to document sexual harassment situations?

How does Capital Metro's sexual harassment training address how Capital Metro investigates sexual harassment cases?

Know-why

How does Capital Metro's sexual harassment training address the importance of being federally compliant?

How does Capital Metro's sexual harassment training address the importance of following sexual harassment policy?

How does Capital Metro's sexual harassment training address why it is important to follow complaint procedures?

How does Capital Metro's sexual harassment training address the importance of sexual harassment training and evaluation?

Know-who

How does Capital Metro's sexual harassment training address contacting the EEO officer?

How does Capital Metro's sexual harassment training address contacting the HR Director/Manager?

How does Capital Metro's sexual harassment training address contacting the Texas Workforce Commission (TWC)?

How does Capital Metro's sexual harassment training address contacting the Equal Employment Opportunity Commission (EEOC)?

Appendix C: Interview Subjects

Level within Capital Metro	Years of Supervisor or Managerial Experience
Upper level administrator	More than 20 years
Upper level administrator	More than 20 years
Mid-level Manager	More than 15 years
Mid-level Manager	More than 15 years
Mid-level Manager	More than 15 years
Mid-level Manager	More than 15 years
First Line Supervisor	More than 5 years of experience
First Line Supervisor	More than 5 years of experience
First Line Supervisor	More than 5 years of experience
First Line Supervisor	More than 5 years of experience

Appendix D: IRB Exemption



Institutional Review Board

Request For Exemption

Certificate of Approval

Applicant: James Swift

Request Number : EXP2010E8109

Date of Approval: 01/22/10

Assistant Vice President for Research
and Federal Relations

Chair, Institutional Review Board

James Swift

APPLICATION STATUS

IRB Exemption Application Number: **EXP2010E8109**

Application Submitted Date	Approved?	Last Evaluation Date
01/19/10 12:59:50	Yes	01/22/10 09:22:24

IRB Comments

01/22/10 09:22:30 irbadmin: No comments.

Appendix E: Training Checklist

Things to discuss and define for a successful sexual harassment training session

- **Know What**
 - _ History (Civil Rights Act of 1964 and Landmark sexual harassment cases)
 - _ Discrimination Laws (Title VII of Civil Rights Act)
 - _ Definitions (Hostile work environment and Quid pro quo)
 - _ Company Policies (EEO and Sexual harassment)

- **Know How**
 - _ Procedures (Discuss *how* to follow company procedures)
 - _ File and Report (Discuss *how* to report and file a claim of harassment)
 - _ Document (Discuss *how* to properly document harassment complaints)
 - _ Investigation (Discuss *how* the investigative process works)

- **Know Why**
 - _ Compliance (Discuss *why* the importance of compliance with federal laws)
 - _ Harassment Policy (Discuss *why* employees should follow harassment policy)
 - _ Complaint Procedures (Discuss *why* the importance of following company complaint procedures)
 - _ Training and Evaluation (Discuss *why* the importance of receiving sexual harassment training and filling out evaluations after training)

- **Know Who**
 - _ EEO Officer (Discuss contacting EEO officer for sexual harassment complaints)
 - _ Human Resources (Discuss contacting HR for sexual harassment complaints)
 - _ Texas Workforce Commission (Discuss contacting local state offices)
 - _ EEOC (Discuss contacting federal EEOC)

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