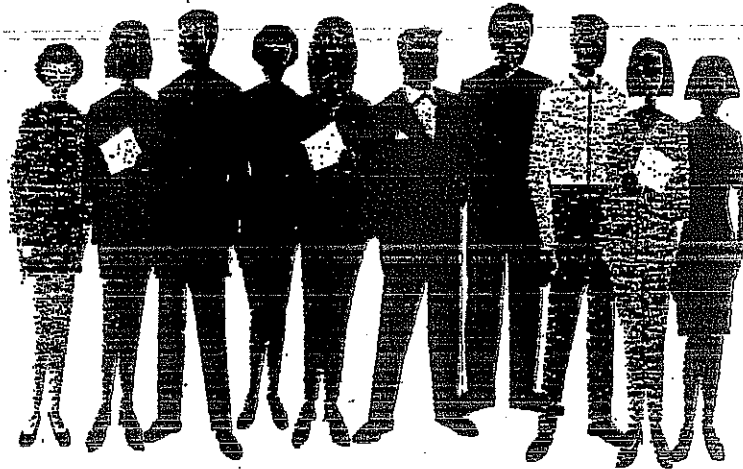


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# SEXUAL HARASSMENT PREVENTION:

## WHAT SUPERVISORS NEED TO KNOW



Participant Materials

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**NEW YORK STATE  
GOVERNOR'S OFFICE OF EMPLOYEE RELATIONS**

David Paterson, Governor  
Linda Angello, Director

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***GOER gratefully acknowledges the critical role played by the Governor's Committee on Affirmative Action, The NYS Affirmative Action Advisory Council, and the many individuals who, representing a broad spectrum of State agencies, shared their ideas, expertise, energy and commitment as part of the Sexual Harassment Prevention Advisory Committee. The involvement of these organizations and individual contributors was instrumental in the creation of this valuable training program.***

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## **Sexual Harassment Prevention: What Supervisors Need to Know**

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### **AGENDA**

#### **I. INTRODUCTION TO THE PROGRAM**

**90 Minutes**

- Welcome
- Introduction of Participants
- Introduction to the Program
- Program Objectives
- Review of the Session
- **Learning Activity One:** Defining Sexual Harassment
- **Learning Activity Two:** What is Sexual Harassment?
- **Learning Activity Three:** The Cost of Harassment

#### **BREAK**

**10 Minutes**

#### **II. DEALING WITH SEXUAL HARASSMENT IN YOUR AGENCY**

**45 Minutes**

- **Learning Activity Four:** Eliminating and Preventing Sexual Harassment

#### **III. SUPERVISORY ISSUES**

**30 Minutes**

- **Learning Activity Five:** Supervisory Responsibility and Liability
- **Learning Activity Six (OPTIONAL):** Interviewing Skills
- **Learning Activity Seven:** Maintaining an Environment Free From Sexual Harassment

#### **IV. CLOSING THE PROGRAM**

**15 Minutes**

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What is Sexual Harassment? . . . . . 3  
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**PART II: DEALING WITH SEXUAL HARASSMENT IN YOUR AGENCY**

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**OBJECTIVES**

Upon completion, participants will be able to:

1. Understand the concept and definition associated with sexual harassment.
2. Identify situations and behaviors that could be perceived as sexual harassment.
3. Understand a supervisor's obligations and responsibilities to create and maintain a harassment-free work environment.
4. Apply specific strategies for preventing and eliminating sexual harassment in the workplace.
5. Appropriately respond to allegations of sexual harassment.
6. Apply specific strategies to promote healing after allegations of sexual harassment.



**DEFINING SEXUAL HARASSMENT**

**Directions:** Discuss the following questions within your group:

1. As a supervisor, what does the term sexual harassment mean to you?
2. How is sexual harassment different from sexual discrimination?
3. Why does sexual harassment occur in the workplace?
4. Give three examples of sexual harassment.
5. As managers, how are we affected by sexual harassment in the workplace?
6. What is the most important thing you, as a supervisor, can do to combat sexual harassment in the workplace?

**WHAT IS SEXUAL HARASSMENT?**

Sexual harassment is any **unwanted** verbal or physical advances, sexually explicit derogatory statements, or sexually discriminatory remarks made by someone in the **workplace** which are **offensive** or **objectionable** to the recipient, cause the recipient **discomfort** or **humiliation**, or **interfere** with the recipient's **job performance**.

It may include:

- visual harassment: posters, magazines, calendars, etc.
- verbal harassment or abuse: repeated requests for dates, lewd comments, sexually explicit jokes, whistling, etc.
- written harassment: love poems or letters, graffiti
- offensive gestures
- subtle pressure for sexual activities
- unnecessary touching, patting, pinching or kissing
- leering or ogling
- brushing up against another's body
- promise of promotions, favorable performance evaluations, etc., in return for sexual favors
- demanding sexual favors accompanied by implied or overt threats to a person's job, promotion, performance evaluation, etc.
- physical assault, rape

The first step towards eliminating sexual harassment from the workplace is prevention. **EVERYONE** should take steps to **prevent** sexual harassment from occurring in the first place.

**THE COST OF HARASSMENT**

As indicated by recent statistics, the potential dollar liability from sexual harassment claims can be great for the employer as well as the individual harasser. However, this dollar liability extends beyond the costs of judgments and settlements. The following list represents the vast domain of hidden costs.

1. Litigation and agency proceedings
2. Employee dissatisfaction and unrest
3. Absenteeism
4. Turnover
5. Disruption of the work atmosphere
6. Employee relations and union problems
7. Insurance problems
8. Decreased productivity
9. Loss of goodwill
10. Human costs



**ELIMINATING AND PREVENTING SEXUAL HARASSMENT**

**Directions:** As you watch the following Subtle Sexual Harassment Training Scenes video (see bibliography,) consider the questions below.

**The Promotion**

1. Who are the potential victims here?
2. Could anyone have handled themselves differently?
3. What steps can you take to prevent this type of problem in your office?

**Take it like a man**

1. What type(s) of sexual harassment is (are) depicted in this scenario?
2. How would you react if you were Michelle?
3. What can be done to rectify this situation?

## **Sexual Harassment Prevention: What Supervisors Need to Know**

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### **Who is harassing whom?**

1. Did sexual harassment take place here? Why or why not?
2. How can this situation be resolved?
3. If the situation continues, who is liable?

### **A change of heart**

1. Is Delores being sexually harassed?
2. Did Karen respond appropriately? Why or why not?
3. What responsibility do you have when you witness inappropriate behavior in the workplace?

**SUPERVISORY RESPONSIBILITY**

In deciding sexual harassment cases, the courts look at all circumstances on a case-by-case basis. Management, including supervisors, can be held responsible for sexual harassment in instances where they *knew or should have known* that inappropriate behavior was taking place, but failed to take action.

**Supervisors are responsible for:**

- the actions of employees and nonemployees, if they knew or should have known of the problem.
- ensuring that employees are aware of the organization's policies on sexual harassment.
- attending mandated training.
- being aware of the atmosphere in which work gets done, and how people relate to each other, to determine if these factors could contribute to sexual harassment.
- timely responses to *investigation* of complaints.
- modeling acceptable behavior.
- ensuring that they set a good example and are sensitive to and respectful of others.

**Supervisors can follow six steps to eliminate existing sexual harassment and set the stage for preventing it in the future:**

1. Know your specific department's sexual harassment policy.
2. Be a role model for your staff.
3. Identify potential problems and address them promptly.
4. Create an open door policy where people feel comfortable confiding in you.
5. Maintain confidentiality to the extent possible.
6. Take action on all complaints even if recipient asks you not to.

**SUPERVISORY LIABILITY**

There are six circumstances in which supervisors may be held liable with regard to sexual harassment. They are as follows:

- ❖ when a complaint is made to them.
- ❖ when they see or hear about behavior that *may* be offensive.
- ❖ when they see or hear about behavior they *know* is sexual harassment.
- ❖ when they engage in behavior that is sexually harassing.
- ❖ when they delay in taking action.
- ❖ when they fail to take action.

Be aware of the following:

- ❖ The more severe the behavior is, the fewer times it needs to be repeated before it is considered sexual harassment.
- ❖ The more severe the behavior is, the less responsibility the receiver has to speak up.
- ❖ Supervisors may be held personally liable for acts of harassment they commit against another individual.
- ❖ It is your responsibility to take action if you know, or should have known, about questionable behavior in your workplace - even if an employee doesn't complain to you about sexual harassment.

Taking action:

- ❖ Take immediate action to stop the behavior or prevent an occurrence.
- ❖ Document the action taken.
- ❖ Communicate actions to the appropriate parties.

**MAINTAINING AN ENVIRONMENT FREE FROM  
SEXUAL HARASSMENT**

Closure must be brought to all suspected, alleged or resolved sexual harassment incidents regardless of the outcome.

**Directions:** As you watch the role play demonstration, consider the following questions:

1. What steps can you, as a supervisor, take to begin the healing process after a claim of sexual harassment?
2. Regardless of how far an incident progressed, the workplace is affected. What can you do to reestablish some sense of *normalcy*?
3. Sometimes claimants and alleged harassers must continue to work together after an incident. Is there anything you can do to initiate dialog between the involved parties?
4. What additional steps can supervisors take to create and maintain an environment free from hostility?

**APPENDIX**



# State of New York

## Executive Chamber

No. 5

### EXECUTIVE ORDER

#### REVIEW, CONTINUATION AND EXPIRATION OF PRIOR EXECUTIVE ORDERS

WHEREAS, an initial review has been completed of those Executive Orders and amendments thereto that are in effect as of this date; and

WHEREAS, during the course of that review, it has been determined that certain Executive Orders are unnecessary, outdated, or otherwise should not be continued; and

WHEREAS, it also has been determined that other Executive Orders address ongoing issues and should be continued; and

WHEREAS, it is important to identify for the public those Executive Orders that remain in effect and those that are no longer valid;

NOW, THEREFORE, I, Eliot Spitzer, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and laws of the State of New York, do hereby order that upon due consideration, deliberation and review, all Executive Orders issued by previous Governors are hereby repealed, cancelled and revoked in their entirety, with the exception of the Executive Orders set forth below and any amendments thereto, which shall remain in full force and effect until otherwise revoked, superseded or modified; and

IT IS FURTHER ORDERED that a review of prior Executive Orders shall continue to determine whether additional orders should be revoked, superseded or modified.

#### EXECUTIVE ORDERS BEING CONTINUED

A. Executive Orders of Governor Mario M. Cuomo

Executive Order No. 2, issued January 11, 1983 (Establishing the position of State Director of Criminal Justice);

Executive Order No. 5, issued February 16, 1983 (Establishing the Women's Division in the Executive Chamber);

Executive Order No. 6, issued February 18, 1983 (Assigning responsibilities of the State Department of Civil Service, and certain State agencies for insuring equal employment opportunity for minorities, women, disabled persons and Vietnam era veterans in State government and establishing the Governor's Executive Committee for Affirmative Action);

Executive Order No. 7, issued February 18, 1983 (Establishing a Governor's Advisory Committee for Hispanic Affairs);

Executive Order No. 8, issued February 25, 1983 (Directing State agencies to consider labor relations practices when awarding State contracts);

Executive Order No. 11, issued April 26, 1983 (Expanding the membership and powers of the Securities Coordinating Committee);

Executive Order No. 12, issued May 3, 1983 (Directing the State Office for the Aging to review and comment upon policies affecting the elderly);

Executive Order No. 17, issued May 31, 1983 (Establishing State policy on private institutions which discriminate);

Executive Order No. 19, issued May 31, 1983 (New York State policy statement on sexual harassment in the workplace);

Executive Order No. 23, issued September 1, 1983 (Establishing the Office of New York State Ombudsman);

Executive Order No. 26, issued October 7, 1983 (Directing the State Office of Advocate for the Disabled to review and comment upon policies affecting persons with disabilities);

Executive Order No. 29, issued December 8, 1983 (Guidelines for the purchase of steel for use on construction contracts);

Executive Order No. 32, issued December 29, 1983 (Renaming the New York State Office of Disaster Preparedness to be the New York State Emergency Management Office);

Executive Order No. 34, issued January 13, 1984 (Establishing the New York State Human Rights Advisory Council);

Executive Order No. 36, issued March 15, 1984 (Establishing the New York State Motion Picture and Television Advisory Board);

Executive Order No. 46, issued August 28, 1984 (Naming the State Office Building Campus in Albany the Governor W. Averell Harriman State Office Building Campus);

Executive Order No. 48, issued October 3, 1984 (Prescribing procedures to allocate the private activity bond volume ceiling under the Deficit Reduction Act of 1984);

Executive Order No. 50, issued October 15, 1984 (Prescribing supplemental procedures to allocate the private activity bond volume ceiling under the Deficit Reduction Act of 1984)

Executive Order No. 51, issued October 30, 1984 (Designating the Division of the Budget to coordinate the intergovernmental review of Federal programs);

Executive Order No. 55, issued December 17, 1984 (Establishing the State Industrial Cooperation Council);

Executive Order No. 66, issued June 5, 1985 (Establishing a Governor's Advisory Committee for Black Affairs);

Executive Order No. 77, issued October 31, 1985 (Establishing membership of the Martin Luther King, Jr. Commission);

Executive Order No. 80, issued March 21, 1986 (Juvenile justice planning);

Executive Order No. 82, issued May 2, 1986 (Establishing the Governor's Office for Hispanic Affairs);

Executive Order No. 95, issued April 15, 1987 (Designating the Disaster Preparedness Commission as the State Emergency Response Commission);

Executive Order No. 96, issued April 27, 1987 (Promoting a New York State policy against age discrimination in the workplace);

Executive Order No. 97, issued April 27, 1987 (Designating the Governor's Traffic Safety Committee as the State agency to coordinate and approve State highway safety programs);

Executive Order No. 98, issued May 13, 1987 (Establishing a new State Council on Graduate Medical Education);

Executive Order No. 100, issued August 31, 1987 (Naming the Watertown State Office Building the Dulles State Office Building);

Executive Order No. 111, issued April 11, 1988 (Directing the Attorney General to inquire into matters of bias-related crimes);

Executive Order No. 114, issued December 9, 1988 (Naming the Poughkeepsie State Office Building the Eleanor Roosevelt State Office Building);

Executive Order No. 119, issued January 6, 1989 (Reconstituting the Job Training Partnership Committee);

Executive Order No. 120.1, issued November 6, 1990 (Establishing the Statewide Anti-Drug Abuse Council);

Executive Order No. 125, issued May 22, 1989 (Establishing a Council of Contracting Agencies);

Executive Order No. 130, issued December 4, 1989 (Creating a Crime Proceeds Strike Force to Investigate and Prosecute Certain Economic Activities Constituting Penal, Tax, and Banking Law Violations Relating to Money Laundering);

Executive Order No. 131, issued December 26, 1994 (Establishment of administrative adjudication plans);

Executive Order No. 135, issued January 29, 1990 issued (Prescribing Procedures to Allocate the State Low Income Housing Credit under the Tax Reform Act of 1986, as amended);

Executive Order No. 142, issued January 16, 1991 (Establishing new waste reduction and recycling initiatives for State agencies);

Executive Order No. 147, issued July 31, 1991 (Establishing an Office of Indian Relations);

Executive Order No. 150, issued October 9, 1991 (New land use and development by State agencies within the Adirondack Park);

Executive Order No. 158, issued June 23, 1992 (Naming the New Scotland Avenue Laboratory Building the David Axelrod Institute for Public Health);

Executive Order No. 159, issued November 4, 1992 (Establishing the New York Savings Bond Program Committee);

Executive Order No. 169, issued March 22, 1993 (Directing State Agencies to Act consistently with the Upper Delaware River Management plan);

Executive Order Nos. 170 and 170.1, issued March 24, 1993 and June 23, 1993, respectively (Establishing Uniform Guidelines for Determining the Responsibility of Bidders);

Executive Order No. 179, issued December 30, 1993 (Establishing the New York State Commission on National and Community Service); and

Executive Order No. 188, issued September 28, 1994 (Increasing the Participation of Health Care Consumers in Government Advisory Boards)

B. Executive Orders of Governor George E. Pataki

Executive Order No. 20, issued November 30, 1995 (Establishing the Position of State Director of Regulatory Reform);

Executive Order No. 26.1, issued September 28, 1996 (Incorporating the National Incident Management System as the Management System for Emergency Response);

Executive Order No. 35, issued April 17, 1996 (Ordering that Unmarked Police Vehicles of the State of New York not be Used for the Routine Stopping of Motorists in Connection with Traffic Violations);

Executive Order No. 37, issued May 3, 1996 (Establishing Joint Task Force on Health Care Insurance Fraud);

Executive Order No. 40, issued July 26, 1996 (Ordering State Agencies to Register Emission Reduction Credits);

Executive Order No. 45, issued November 13, 1996 (Establishing the Position of State Director of Consumer Protection);

Executive Order No. 47, issued December 16, 1996 (Destruction of Surplus State Firearms);

Executive Order No. 48, issued February 5, 1997 (Creating an International Business Development Council);

Executive Order No. 49, issued February 12, 1997 (Establishing Procedures to Consider, in its Proprietary Capacity, the utilization of One or More Project Labor Agreements);

Executive Order No. 50, issued October 1, 1996 (Establishing a Governmental Commission to Investigate the Recovery of Holocaust Victims' Assets);

Executive Order No. 51, issued May 20, 1997 (Activities of State Agencies Within the New York City Watershed);

Executive Order No. 52, issued May 13, 1997 (Establishing the Forest Resources Development Council);

Executive Order No. 57, issued October 23, 1997 (Establishing the New York City Watershed Protection and Partnership Council);

Executive Order No. 83, issued July 1, 1998 (Establishing the Jackie Robinson Empire State Freedom Medal and the Jackie Robinson Empire State Freedom Medal Commission);

Executive Order No. 85, issued August 5, 1998 (Establishing the Hudson River Heritage Council);

Executive Order No. 86, issued August 19, 1998 (Establishing the New York City Watershed Inspector General);

Executive Order No. 107, issued February 9, 2001 (Establishing the New York State Heritage Commission);

Executive Order No. 109, issued May 9, 2001 (Establishing a Special Prosecutor to Investigate and Prosecute Criminal Acts Relating to Fraudulent Motor Vehicle Insurance claims);

Executive Order No. 111, issued June 10, 2001 (Directing State Agencies to be More Energy Efficient and Environmentally Aware: "Green and Clean State Buildings and Vehicles");

Executive Order No. 116, issued January 7, 2002 (Reconstituting the State Drought Management Task Force);

Executive Order No. 117, issued January 28, 2002 (Establishing the Position of Chief Information Officer (CIO) of the State of New York);

Executive Order No. 125, issued March 24, 2003 (Directing State Officials to Ensure that the Appropriate Protections and Benefits are Extended to Members of the Reserve Armed Forces of the United States and the Organized Militia of New York State);

Executive Order No. 128, issued June 16, 2003 (Designation of Lower Manhattan Development Corporation to Carry Out Environmental Impact Review and to Fulfill Requirements For Receipt of Federal Assistance in Connection With the Redevelopment of Lower Manhattan Following the Terrorist Attacks of September 11, 2001);

Executive Order No. 132, issued December 5, 2003 (Designating the State Prevention and Preparedness Council; Establishing the Positions of Senior Advisor to the Governor for Counter-Terrorism and Senior Advisor to the Governor for Disaster Preparedness and Response; and Revoking Certain Executive Orders);

Executive Order No. 133, issued November 22, 2004 (Establishing the Lower Manhattan Construction Command Center);

Executive Order No. 142, issued November 21, 2005 (Directing State Agencies and Authorities to Diversify Transportation Fuel and Heating Oil Supplies Through the Use of Bio-Fuels in State Vehicles and Builders).

Executive Order No. 144, issued February 21, 2006 (Establishing the New York State Abraham Lincoln Bicentennial Commission); and

Executive Order No. 146, issued October 13, 2006 (Declaring a Disaster in Erie, Genesee, Niagara and Orleans Counties and Contiguous Areas).



G I V E N under my hand and the  
Privy Seal of the State  
in the City of Albany  
this first day of  
January in the year two  
thousand seven.

BY THE GOVERNOR

/s/ Eliot Spitzer

/s/ Richard S. Baum

Secretary to the Governor



No. 19

EXECUTIVE ORDER

NEW YORK STATE  
POLICY STATEMENT ON  
SEXUAL HARASSMENT IN THE WORKPLACE

WHEREAS, sexual harassment in the workplace is not merely offensive but is a form of discrimination in violation of Federal and State law; and

WHEREAS, every State employee is entitled to a working environment free from sexual harassment and its deleterious economic, psychological and physical effects; and

WHEREAS, the cost to the State is considerable in both human and financial terms including the replacement of personnel who leave their jobs, increased use of health benefit plans due to emotional and physical stress, absenteeism, and decline in individual and workgroup productivity;

NOW, THEREFORE, I, Mario M. Cuomo, Governor of the State of New York, by virtue of the authority vested in me by the Constitution and laws of the State of New York, do hereby establish a New York State Policy Statement on Sexual Harassment in the Workplace.

I. The head of each department, agency, board, commission or other entity under the jurisdiction of the Executive Branch shall:

- a. Issue a strong management policy statement defining and prohibiting sexual harassment in the workplace. The policy statement should inform employees of their rights of redress, and the availability of complaint resolution channels and assistance with incidents or sexual harassment. The policy statement should make clear that sexual harassment is considered a form of employee misconduct and that sanctions will be enforced against individuals engaging in sexual harassment and against supervisory and managerial personnel who knowingly allow such behavior to continue.
- b. Widely distribute the policy statement by providing it to all employees, including it in new employee orientation, and publicizing it in internal employee publications.
- c. Conduct appropriate training to instruct and sensitize all employees.
- d. Develop guidelines to ensure the swift and thorough investigation of allegations and complaints of sexual harassment and enforcement of appropriate sanctions including disciplinary actions. The affirmative action officer shall have responsibility for processing complaints.

Because of the sensitivity of the issue, particular efforts should be made to conduct investigations with due regard for confidentiality to ensure protection of the complainant and the accused. Although the intent is to address and resolve these matters at the workplace, victims should be informed of the various administrative and legal remedies available.

The complaint procedure should provide for subsequent review to determine if the sexual harassment has been effectively stopped.

- e. Provide the Governor's Office of Employee Relations with a copy of the policy statement and a brief description of the actions taken and planned in regard to preventing and combating sexual harassment in the State workplace, and report all complaints and their resolution to the Governor's Office of Employee Relations.

As used in this Order, unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature will constitute sexual harassment when:

1. Submission to the conduct is either explicitly or implicitly a term or condition of an individual's employment; or
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. The conduct has the purpose or effect of unreasonably interfering with an affected person's work performance, or creating an intimidating, hostile, or offensive work environment.

II. The Governor's Office of Employee Relations shall provide information to the entities covered by this Executive Order to assist in the implementation and the operation of the policy established by this Executive Order.

Nothing in this Order shall be construed to enlarge upon nor limit or abridge the rights of any person under the United States or State Constitutions or the Statutes of the United States or the State of New York.

G I V E N under my hand and the Privy  
Seal of the State in the City of  
Albany this thirty-first day of  
May in the year one thousand nine  
hundred eighty-three.

(L.S.)

BY THE GOVERNOR

/s/ Mario M. Cuomo

/s/ Michael J. Del Giudice  
Secretary to the Governor

# SEXUAL HARASSMENT

## A SPECTRUM OF BEHAVIOR PATTERNS

VISUAL	VERBAL	WRITTEN	TOUCHING	POWER	THREATS	FORCE
Ogling	Requests for Dates	Love Poems	Violating Space	Relationships	Quid Pro Quo	Rape
Staring	Questions about Personal Life	Love Letters	Patting	Using Position to Request Dates, Sex, etc.	Demands	Physical Assault
Posters	Lewd Comments	Obscene Poems	Grabbing		Loss of Job	
Magazines	Dirty/Sexual Jokes	Obscene Letters	Pinching		Selection Process	
Flyers	Whistling	Cards	Caressing			
		E-mail messages	Kissing			

OFFENSIVE CONDUCT  
MAY BE ILLEGAL

DEMANDS ARE  
ILLEGAL IN ALL CASES

Individual perceptions and reactions determine harassment

Behaviors unwanted by recipient are harassment

Behaviors may not be intended to harass, but that is often the result

Behaviors are intentional: goal is to intimidate, harass or hurt another person

<p><b>BETWEEN/AMONG PEERS</b></p> <p>Behaviors are most often directed toward a peer or subordinate</p>	<p><b>SUPERVISOR/MANAGER VERSUS NONSUPERVISORY EMPLOYEE</b></p> <p>Behaviors are most often directed toward a subordinate</p>
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<p><b>SEXUAL HARASSMENT LEADS TO A WIDE VARIETY OF REACTIONS</b></p>		
<p><b>PSYCHOLOGICAL</b></p> <p>Fear and Anxiety of:</p> <ul style="list-style-type: none"> <li>• Bodily harm</li> <li>• Peer impressions</li> <li>• Loss of job</li> </ul> <p>Guilt, self-blame</p> <p>Embarrassment</p> <p>Anger</p> <p>Loss of self-esteem</p> <p>Severe emotional distress</p>	<p><b>PHYSICAL</b></p> <p>Bodily harm</p> <p>Ulcers</p> <p>Headaches</p> <p>Stress-related symptoms</p>	<p><b>ECONOMIC</b></p> <p>Low productivity</p> <p>Transfers</p> <p>Turnover</p>

**Sexual Harassment Prevention: What Supervisors Need to Know**

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**BIBLIOGRAPHY**

*Subtle Sexual Harassment Training Scenes.* Quality Media Resources. 29 minutes.  
Videocassette. Copyright © 1993 by Quality Media Resources.



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George E. Pataki, Governor

Linda Angello  
Director  
New York State Governor's  
Office of Employee Relations



Roger Benson  
President  
Public Employees Federation,  
AFL-CIO