

Action Map

Terminal goal: Employees recognize harassment based on a protected characteristic, report it early through a Larkstone channel when it is aimed at them, stop their own conduct when they learn it is unwelcome, and do not retaliate against anyone who raises a concern.

1. Recognize harassment based on a protected characteristic

On the job, employees...	Practice idea	Need to know
1.1 Identify comments and conduct that target a protected characteristic, including those framed as jokes.	Identify what a meeting "joke" about a coworker's age really targeted; judge whether a joke in the project chat targets a coworker's transgender status	The protected characteristics (EEOC). Offensive jokes are a form of offensive conduct (EEOC)
1.2 Recognize when repeated incidents form a pattern.	Review a week of comments mocking a coworker's accent; decide at what point it was worth raising	Harassment becomes unlawful when it's severe or pervasive; one-off minor incidents usually aren't, but repeated ones can be (EEOC)
1.3 Recognize that conduct can be unwelcome even when the person targeted laughs along or doesn't object.	A coworker insists the jokes about a colleague's husband are fine because "he laughs too"; judge whether that's true	Harassment is unwelcome conduct based on a protected characteristic (EEOC)
1.4 Stop their own conduct when someone indicates it is unwelcome.	The learner's well-meant comment about a coworker's family medical history makes her go quiet; choose what to do	Genetic information, including family medical history, is protected (EEOC). If someone tells or shows you your conduct is unwelcome, stop (Larkstone policy)

2. Respond when targeted by harassment

On the job, employees...	Practice idea	Need to know
2.1 When targeted, tell the person the conduct is unwelcome, or report it directly if they're not comfortable doing that.	A coworker keeps getting remarks about her religious observance; decide what she should do. A second coworker isn't comfortable confronting her supervisor about comments on her skin tone and hair; decide what she should do	Employees are encouraged to tell the harasser the conduct is unwelcome, and to tell the employer if they're not comfortable doing that (EEOC). It's never required before reporting (Larkstone policy)

3. Report harassment through a Larkstone channel

On the job, employees...	Practice idea	Need to know
3.1 Report concerns early, before they escalate.	A coworker is sidelined after announcing her pregnancy; decide whether she should report now or wait	Report harassment to management at an early stage to prevent escalation (EEOC)
3.2 Report through a Larkstone channel (their manager, any HR team member, or the ethics line), choosing one that doesn't go through the person causing the problem.	The same coworker's manager is the source; choose where she should go	Report to your manager, any HR team member, or the ethics line (anonymous option). All are acceptable, and no one has to report through the person causing the problem (Larkstone policy)
3.3 Report harassment from anyone, including supervisors, coworkers, and non-employees such as customers and vendors.	A contract analyst on the project keeps mocking a coworker's hearing aids, and he assumes there's nothing he can do because the analyst isn't a Larkstone employee; decide what he should do	The harasser can be a supervisor, a coworker, or a non-employee, such as an independent contractor (EEOC)

4. Don't retaliate against anyone who raises a concern

On the job, employees...	Practice idea	Need to know
4.1 Identify retaliation, including subtle conduct that might reasonably discourage someone from reporting.	Judge whether the team ignoring a coworker's question after she reports is considered retaliation	Retaliation includes conduct that might reasonably discourage someone from reporting or taking part in an investigation (EEOC)
4.2 Treat anyone who raises a concern or takes part in an investigation the same as before.	First person: a teammate suggests leaving the coworker who reported off a planning meeting. Choose what to do.	Retaliation is prohibited from anyone, including coworkers (Larkstone policy)
4.3 Refrain from speculating about who reported a concern or what is being investigated.	First person: a break-room conversation speculating about who reported; choose a reply	Speculating about who reported is treated as retaliation (Larkstone policy)
4.4 Report retaliation through a Larkstone channel.	The coworker who reported keeps getting left off meetings; decide what she should do	Retaliation for reporting or taking part in an investigation is prohibited (EEOC). Report it through Larkstone's channels (Larkstone policy)