Tigard Business Meeting
AGENDA

Tigard City Council	
Meeting Date and Time:	April 14, 2026 - 6:30 p.m. Respectful Workplace Council Training
Meeting Location:	Hybrid - City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

Public Notice:

In accordance with Oregon House Bill 2560, this will be a hybrid meeting where some Council, staff or public will participate in person and some will participate remotely.

Upon request, the City will endeavor to arrange for the following services:
- Qualified sign language interpreters for persons with speech or hearing impairments; and
- Qualified bilingual interpreters.

Since these services must be scheduled with outside service providers, it is important to allow as much lead time as possible. Please notify the City of your need by 5:00 p.m. on the Thursday preceding the meeting by contacting: City Recorder Carol Krager at 971-724-1565 (voice) / carolk@tigard-or.gov or 503-684-2772 (TDD - Telecommunications Devices for the Deaf).

See Attached Agenda

View Livestream Online: https://www.tigard-or.gov/boxcast

Cable Viewers: The City Council meeting will be shown live on Channel 21 (1st Tuesdays) and Channel 28 (2nd & 4th Tuesdays) at 6:30 p.m. The meeting will be rebroadcast at the following times on Channel 28:

Thursday 6:00 p.m. Friday 10:00 p.m. Saturday 7:30 p.m. Sunday 11:30 a.m. Monday 6:00 a.m.

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6:30 PM

1. Business Meeting (Council Training) **6:30 p.m.**

   A. Call to Order

   B. Roll Call

   C. Pledge of Allegiance

2. Respectful Workplace Training **6:30 p.m. estimated time**

3. Executive Session: The Tigard City Council may go into Executive Session. If an Executive Session is called to order, the appropriate ORS citation will be announced identifying the applicable statute. All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.

4. Adjournment **8:30 p.m. estimated time**

AIS-6105 **2.**

Business Meeting

Meeting Date: 04/14/2026

Length (in minutes): 2 Hours

Agenda Title: Respectful Workplace Training

Authored By: Laura Gomez

Presented By: Deborah Jeffries from HR Answers and HR Director Laura Gomez

Item Type: Update, Discussion, Direct Staff

Information

EXPLANATION OF ISSUE

Conduct Respectful Workplace Training.

ACTION REQUESTED

City Council members will join the City's Leadership Team in a special respectful workplace training.

BACKGROUND INFORMATION

During the October 14, 2025 Workshop Meeting, Council directed staff to provide an in-person training session on respectful workplace, anti-harassment, and knowing roles/responsibilities. HR Answers will provide the training. This training session will be recorded. City leadership is also invited to participate in the training.

ALTERNATIVES & RECOMMENDATION

N/A

ADDITIONAL RESOURCES

N/A

Attachments

Respectful Workplace Training Presentation

Creating and Reinforcing Respectful Workplaces

Deborah Jeffries, SHRM-CP, PHR, CPC Vice President

djeffries@hranswers.com / www.hranswers.com

503-885-9815

https://www.linkedin.com/in/deborahjeffries/

https://twitter.com/frappegirl

Today's Agenda



1. Building and Reinforcing a Respectful Workplace



2. Discussions With Each Other

3. How to Respond to a Situation



4. Role and Responsibilities for All
   - Intent vs. Impact
   - City Policy Consideration
   - Looking For You to Act
   - Understand / Review Oregon's Rules



5. Answer Your Questions

Setting the Tone from the Top

This training represents an important commitment made by the City Council to address past behavior and reinforce the standards we expect moving forward.

A respectful workplace:

- Begins with leadership,
- Is modeled daily through our words and actions,
- Fosters accountability, trust, and professionalism.

This session is an opportunity for learning, reflection, and recommitment—ensuring we treat one another with dignity and respect while continuing to strengthen our workplace culture for the future.

Two Questions

What is a Respectful Workplace?
Define it....Describe it.

What happens when we are not Respectful, Appropriate, or Professional in our Interactions and Communication with others within the workplace?





Defining Respect

“Professional or Not?”

- Raising your voice or speaking over others
- Using sarcasm as communication
- Eye-rolling, sighing loudly, or showing visible frustration
- “That’s not my job.”
- Asking clarifying questions instead of reacting
- CC’ing someone’s boss to “make a point
- Writing long, emotional paragraphs in the heat of the moment
- Avoiding conversations by hiding behind email
- Gossiping or spreading rumors
- Shutting down ideas with “We’ve always done it this way”
- Mocking accents, clothing, age, or personal traits
- Making jokes at another's expense
- Owning mistakes and correcting them
- “Just joking” comments that target someone
- Excluding coworkers from conversations or lunches
- Rolling your chair into someone else’s space without acknowledgment
- Dismissing someone’s concern because “they’re too sensitive”
- Using people’s preferred name
- Triangulating (“talking about” instead of “talking to”)
- Retaliating or withdrawing
- Letting conflict simmer for weeks
- Bringing personal issues into professional interactions
- Addressing issues directly and privately
- Seeking solutions, not blame
- Interrupting repeatedly
- Dominating discussion or talking over colleagues
- Dismissing ideas with sarcasm or jokes
- Arriving prepared and on time



Give Me Words to Define Bullying?

Define Bullying

Workplace bullying refers to repeated, unreasonable actions of an individual or a group directed toward an employee (or group of employees), which is intended to **intimidate** and create a risk to the health and safety of the employee(s).

Workplace bullying often involves an **abuse or misuse of power or manipulation of work**. Bullying includes behavior that **degrades, offends, or humiliates a worker, often in front of others**. Bullying behavior creates feelings of **defenselessness** in the target and **undermines an individual's right to dignity** at work.

Understanding the Bully

- Extremely insecure
- Poor impulse control
- Insecure/Inadequate
- Unwilling to face own inadequacies
- Used to getting their own way due to fears and lack of confrontation from others
- Malicious, vindictive, do evil to others, mean – spirited and nasty to people at work
- Total intimidation to create fear, anxiety, helplessness
- It's always about control

- Convince their targets that they are always wrong, incompetent, failures, and might be terminated at any time
- Focused/Deliberate
- Own agenda is primary motivator
- Can be mean/cruel
- Are good at "managing-up"
- "I have all the power, you have nothing"

RESULTS:

- Shatter the emotional lives of their targets
- Often end careers

Stopping the Bully

- To bully proof ourselves we need to be assertive
  - “let me stop you right there....”
  - establish boundaries
- Manager/Supervisor Responsibility
  - break the cycle
  - corrective action
  - establish boundaries
  - what won’t be tolerated
- Coach the Victim
  - You can control the situation
  - You can take action

DISCRIMINATION

Mean-Spirited Teasing

- Hurtful name-calling or shaming of some sort such as fat-shaming
- Making cruel or nasty statements about another person.
- Dishing out putdowns disguised as jokes.
- Using sarcasm to ridicule another person.
- Humiliating another person by focusing in on a known sensitive subject and not letting up.
- Hiding behind the words, “I’m just joking!” or “Don’t be so sensitive!”
- Allowing someone to become part of a group, like a clique, so that the group has someone to laugh at and make fun of. The person is kept around for the amusement of the group.
- Poking fun at someone over things that are not funny such as weight, skin color, religion, sexual orientation, **dress and physical appearance** and so on.

Teasing

- Level of comfort
- Easy to cross a line
- Context
- Impact
- Teasing can negatively influence our behavior towards others
- Teasing can negatively impact our culture
- Can signal that sharing feelings is not acceptable
- Everything is good until it is not

Teasing – Part 2

People who are good at teasing and use it to build rapport and friendships at work:

- pay attention to nonverbal cues of those around
- aware that tone, volume, pauses, timing, and other types of paralanguage are important
- apologize when they have any suspicion they may have crossed a line
- never teases about personal or touchy issues
- never teases about confidential matters in front of others
- understands the danger of teasing over email, text or social media
- knows when to quit
- And **never** teases about protected classes

Oregon Protected Classes

- Race
- Age
- Color
- Religion
- National Origin
- Gender/Pregnancy
- Disability/Physical Ability



- Family Relationship
- Marital Status
- Use of Protected Leave
- Injured Worker
- Sexual Orientation
- Associated With Protected Group
- Military Service/Veteran Status

Microaggressions Defined

- A microaggression is a brief, subtle, and often unintentional (yet can be intentional), form of prejudice. Rather than an overt declaration of racism or sexism, a microaggression often takes the shape of an offhand comment, an inadvertently painful joke, or a pointed insult.

Can be verbal, behavioral, and environmental

- This slight or put down demeans or marginalizes the targeted recipient or group. The damaging discriminatory action or comment (which normally one cannot do anything about) is derogatory, communicates hostility, and is insulting.

Microaggression Examples:

We need your perspective on this!
You are very professional for someone your age.

My friend is a conservative, but very open-minded.

This person is not a good fit for our culture.

I never would have guessed, you seem so normal.

Microaggressions Examples:

HRAnswers
Whatever the Question

We need <u>your perspective</u> on this! ***Reducing the individual to a label or representative of an entire group.***

You are very professional for someone your age. ***Backhanded compliment based on an age-based stereotype.***

My friend is a conservative, but very open-minded. ***Generalizes a diverse group and associates them with negative stereotypes.***

This person is not a good fit for our culture. ***Seems neutral but lets others fill in any bias for the purpose of exclusion.***

I never would have guessed, you seem so normal. ***Implies that the person being addressed is abnormal or different in a negative way.***

What is 10 Letter Word for Illegal Unwelcome Behavior?

Deliberate, repeated behavior that is not welcome, not asked for, and not returned.

Individual did not solicit or incite conduct, and the individual regarded the conduct as undesirable or offensive.

HARASSMENT

Harassment Defined

Harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of that person's **race, skin color, religion, gender, national origin, age, or disability.** Harassment can also occur if conduct is directed toward a person's relatives, friends, or associates. Harassment does one or more of the following:

- has the purpose or effect of creating an intimidating, hostile, or offensive work environment
- has the purpose or effect of unreasonably interfering with an individual's work performance
- otherwise adversely affects an individual's employment opportunities

To meet the legal definition: must have a protect class component



Two Types of Harassment

Quid Pro Quo:

- Something in return for something else.
- Is harassment as soon as it happens –
  can be about power.
- When such conduct is made explicit or implicit condition of employment or
  when submission to or rejection of the conduct affects employment or work opportunities.

Two Types of Harassment:

Hostile Work Environment:



- Is the conduct ***unwelcomed***?
- Is it offensive (to the reasonable person)? The accuser felt personally intimidated or offended.
- Does it go from general to specific? Does is pass the “flinch” test?
- Is harassment ***repeated*** following a notice or a warning.
- ***Severe*** or ***pervasive*** enough to affect the person’s work environment.
- The organization ***knew or should have known*** and took no effective steps to stop the conduct.
- ***There is a protected class involved!***

What Does This Look Like....

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VISUAL	VERBAL	WRITTEN	PHYSICAL	POWER	THREATS	FORCE
Ogling	Unwanted requests for dates	Unwanted love poems or letters	Violating space	Relationships	Quid Pro Quo	Rape
No eye contact	Slurs*	Hate mail*	Touching wheelchair	Using position for sex	Demands	Physical assault
Staring	Questions: Personal life	Obscene poems	Blocking normal movement		Loss of job	
Cartoon/ drawings*	Derogatory comments	Unwanted cards	Patting/rubbing		Selection process	
Gestures	Sexual jokes/ Innuendos		Kissing			
Magazines	Whistling		Interfering with work			
Flyers/posters*	Micro-Aggressions Inequities	*Always considered harassment with first occurrence				

Question

- According to the courts, which is more important, someone's Intent or Impact?



Question

If Others Hear or See Something and They Say Are Not Offended Does That Mean It Is Okay?



Question



Why Don’t Recipients or Bystanders Speak Out?

What might be some potential fears …

Why Don’t Recipients or Bystanders Speak Out?

1. Fear of job loss (short/long term career or personal goals).
2. Fear of rejection by co-workers.
3. Fear of being labeled a “trouble-maker” or “not a team player”.
4. Fear of being labeled “over-sensitive.”
5. Fear of not being believed.
6. Fear of being “wrong.”
7. Concern over the time required for an investigation.
8. Concern that the harasser would not be adequately disciplined.

What if I’m Not the Recipient?

- **Your policy is a complaint AND reporting policy.**
- You should report policy violations even if they do not involve you.
- Your assistance helps the City maintain a harassment free environment.

Confidentiality

- The City cannot promise confidentiality when someone brings a concern of harassment or discrimination forward.

- Information provided during an investigation will be kept as confidential as possible, considering all the circumstances.

Bystander Intervention

Bystanders are “individuals who observe or witness the conditions of the situation.

They are not directly involved but have the choice to intervene, speak up, or do something about it.

Bystander intervention is the act of feeling empowered and equipped with the knowledge and skills to effectively assist in the prevention of harassment or discrimination.

What Should I Say?

Bystanders Can Intervene

The 4 D's:

Direct: You could be direct, and walk over to the person

- Step in, Interrupt, Ask for Clarification (with both parties)
- Remind others of the rules, policy, the culture, etc.
- Share personal discomfort

Distract: One of our other options is to distract one of the people involved in that scenario. WE distract to get out of the situation **BUT REPORT IT!**

What Should I Say?

Bystanders Can Intervene

The 4 D's:

Delegate: Another option is to delegate out some of the responsibility. Sometimes in these situations, we need to call in reinforcements.

Delay: Where you check in with the victim of the incident after it has occurred to see if you can do anything to help them.

Compliance and Legal Responsibilities



HR Answers
Whatever the Question

Your Policy

The City's Commitment to Respect

The City of Tigard is committed to a workplace where all employees and community members are treated with dignity, courtesy, and professionalism. Respect and inclusion are expectations, not suggestions.

Key ideas:

- Employees represent the City in every interaction.
- A respectful environment supports trust, productivity, and collaboration.
- Everyone contributes to maintaining a welcoming, inclusive, and positive workplace.

Expected Employee Behaviors

Employees are responsible for conducting themselves in ways that uphold the City's mission and public service standards. Appropriate conduct includes:

- Working cooperatively and as part of a team
- Treating others professionally and with respect
- Communicating constructively (appropriate tone and volume)
- Being flexible with change
- Presenting a positive, professional image

Behaviors That Violate Expectations

Violations of respectful workplace standards may lead to corrective action or discipline, up to and including termination. Examples include:

- Misconduct or Misuse of Position
- Interpersonal Misconduct
- Performance & Workplace Behavior Issues
- Substance Misuse & Conduct Violations

Employees should report concerns about:

- Violations of the City's Code of Ethics
- Suspected illegal activity
- Fraud, misuse of funds, or abuse of authority
- Questionable accounting or auditing practices
- Any regulation or law the City is required to follow

Ethical and Professional Expectations

Employees must:

- Meet ethical standards of public service
- Protect public resources
- Ensure their behavior — on and off duty — supports public trust
- Maintain positive working relationships with coworkers and supervisors

Your Policy

- Covers social functions sponsored by the City (dinner, picnics, community activities and events).

- If you travel for business, you are at work, or representing the City – that means training, conferences, public meetings, etc.
    - Business travel is BUSINESS. The same rules of proper behavior apply on the road as well as on the job.



Your Policy - Reporting Procedure

Any employee who is subject to, witnesses, or becomes aware of any act of harassment or discrimination should immediately report it to your manager or supervisor (or another supervisor) and if not comfortable then to our designated individuals:

- **HR Business Partners**
- **HR Manager/Sr. Business Partner**
- **HR Director**

Important thing to remember - the City can't correct or respond to inappropriate behavior or situations that are uncomfortable for you if employees keep issues a secret. The City is committed to making this a great place to work for all employees, and we need your help to make sure that happens. All employees are encouraged to document any incidents involving discrimination, harassment, and sexual assault as soon as possible!



Oregon Workplace Fairness Act

Things To Know And Do

The Oregon Workplace Fairness Act

requires all Oregon employers to adopt a written policy containing procedures and practices to reduce and prevent specific types of unlawful discrimination and sexual assault

- Provide a copy of the policy to each employee at the time of hire;
  - Make the policy available to employees within the workplace
- Provide a process for employees to report prohibited conduct;
  - Identify the individual or position(s) as well as an alternate individual or position to whom an employee can report of prohibited conduct; both inside and outside the City
- Require any individual who is designated by the employer to receive complaints to provide a copy of the policy to an employee at the time that the employee discloses information regarding prohibited discrimination or harassment.
- Attention should be brought to the follow-up protocol

The Oregon Workplace Fairness Act, cont.

- Include a statement that advises employers and employees to document any incidents involving unlawful discrimination and sexual assault.
- Include a statement that an employer may not require or coerce an employee to enter into a nondisclosure or non-disparagement agreement, including a description of the meaning of those terms;
- Include an explanation that an employee claiming to be aggrieved (hurt, injured, wounded) by unlawful discrimination or sexual assault may voluntarily request to enter into a settlement, separation or severance agreement which contains a nondisclosure, non-disparagement, or no-rehire provision only if the employee has at least seven days to revoke the agreement after signing;
- Include a statement that an employee who pursues legal action on alleged conduct must do so no later than **five years** after the occurrence of the violation; and
- Upon hire or promotion into a supervisory role additional information should be provided about the responsibility of management in related situations.

“Supervisors” Need:



To be proactive.
Be observant.
Address it.



Don’t wait for a complaint – you are responsible for “knew or should have known.”



Talk to people about possible harassing behaviors.



Walk the Talk.



Confidentiality no promises/ need-to-know.

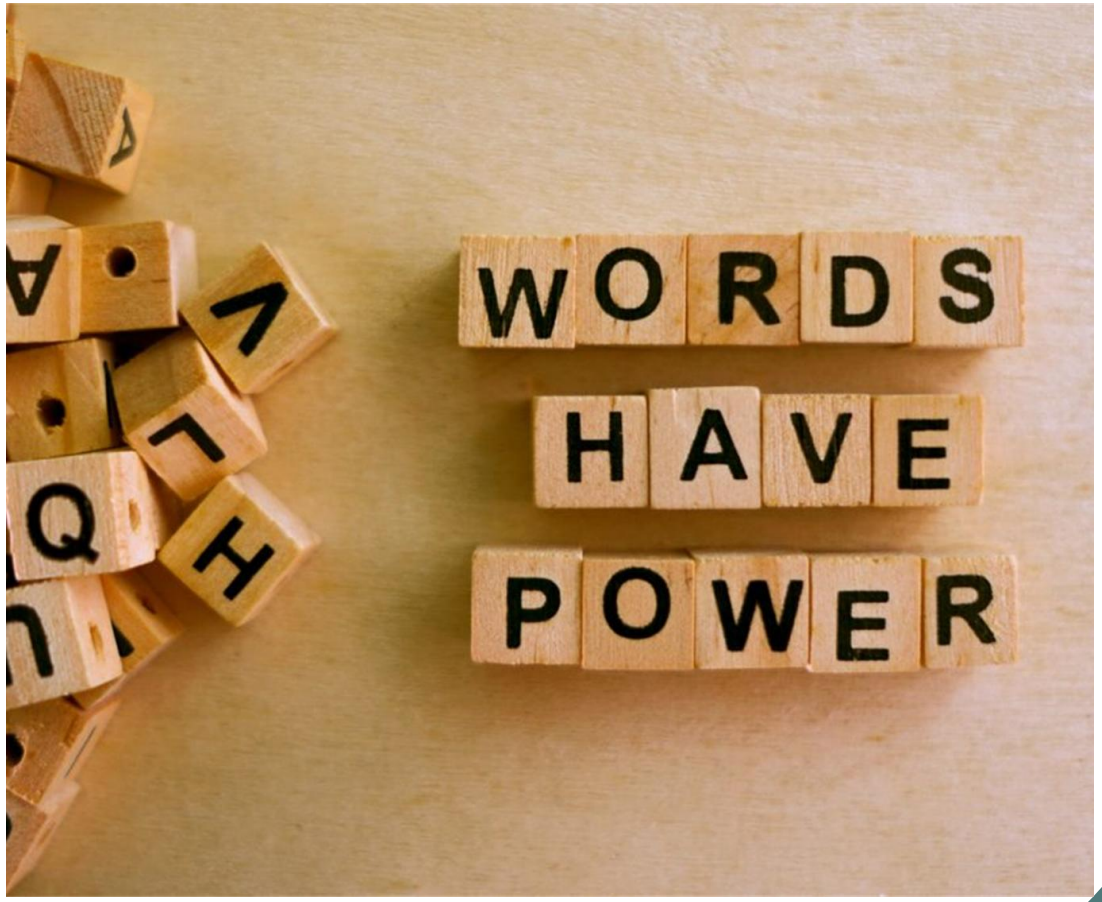
Management Responsibility

- Managers and Supervisors are responsible for being aware of any inappropriate employee behaviors and addressing it immediately.
- An employer is liable for harassment when the employer *knew or should have known* of the conduct, *unless* the employer took **immediate** and appropriate corrective action. BOLI and the courts will consider extent of legal responsibility or control employer had over employees and non-employees.



Words To Use

- Inappropriate Behavior
- Unprofessional Conduct
- Disrespectful
- Offensive
- Report of....
- ing's (disturbing, upsetting or threatening, irritating, disappointing, frustrating)



What Happens When A Report Is Made?

- All reports are investigated promptly
  - Interviews with the persons involved
  - Interviews with possible witnesses
  - Review of documents, files, printed material
  - A decision-making process to determine if the complaint or report is substantiated
- HR/Risk HR is notified and determines next steps and corrective action
- The City Manager or City Attorney is notified when appropriate
- The employee who reported will receive acknowledgment that their concern was received

Liability Policy Highlights

- Key Points for Management
  - Coverage is provided by CIS (City County Insurance Services) Trust.
  - Coverage includes discrimination & harassment claims (Title VII, ORS 659A).
  - Employment-related claims may trigger deductibles of $15,000–$60,000.
  - Willful violations of law or policy may not be covered.
  - Consult CIS PreLoss counsel before discipline to avoid higher deductibles.
  - Respectful conduct reduces legal and financial risk to the City.

“Supervisor” Responsibilities, cont.

Remember that not all employees will label unwelcome conduct as harassment. An employee might complain, for example, about "unprofessional conduct" or "inappropriate behavior." Ask the employee to describe the conduct more specifically.

Listen to the employee and find out what action the employee wants to take.

Offer to help by talking to the offending employee privately or by meeting with the two of them together, if the victim wants the supervisor’s help.

Treat the offender’s behavior as you would any other instance of serious misconduct by following the City’s disciplinary procedures.

“Supervisor” Responsibilities, cont.

Document the who, what, when, and where of your discussion with the complaining employee. Notify supervisor and/or the HR.

Encourage the harassed employee to say “no” to the offender, but you may not require the employee to handle the situation.

Correct and stop the inappropriate behavior immediately.

Follow-up.

Retaliation

Retaliation is strictly prohibited.

No one may discipline, threaten, or mistreat someone for reporting:

- Discrimination or harassment
- Suspected fraud
- Safety concerns
- Legal or ethical violations

Retaliation Is a Thing

- Treatment of employee is different after the fact than if was before an incident.
  - The employee must have participated in a **protected activity** (such as filing a charge, testifying, assisting or participating in any manner of an investigation, proceeding or hearing).
  - The employer takes an **adverse employment action** that materially affects the terms, conditions, or privileges of employment; and
  - There is a **causal connection** between the protected activity and the adverse action.
- Reminder: A claim of retaliation may occur after the employment relationship has ended, such as providing false or exaggerated job references or disclosing a protected activity during a job reference.

Retaliation is a Thing – a.k.a Whistleblower

The City of Tigard promotes lawful, ethical behavior at all levels—employees, supervisors, volunteers, and elected officials. The policy ensures people can **report concerns safely** and protects them from retaliation when they speak up in good faith.

Employees should report concerns about:

- Violations of the City's Code of Ethics
- Suspected illegal activity
- Fraud, misuse of funds, or abuse of authority
- Questionable accounting or auditing practices
- Any regulation or law the City is required to follow

Goal: encourages employees to raise concerns internally first

so the City can investigate and take appropriate action.

Avoiding Retaliation

Take a strong stand against retaliation.

If a situation of retaliation or perceived retaliation does occur, investigate and take appropriate actions.

Maintain comprehensive documentation of all adverse actions taken, including why and when.

Make sure that actions are based on reasons that are non-discriminatory - not related to the claim that was made.

Your Questions



HR Answers
Whatever the Question

Wrap- Up

What I have been sharing with you.....

- This is the law...this is reinforcing your expectations and policies
- This is good business practice
- This is a good set of HR practices
- This is definitely covering your backside
- This is being a nice human being

As a **Leader**, what are you going to start doing or stopping going forward to help make a difference within the City of Tigard?

Thank You!!

Deborah Jeffries

503-885-9815 ext. 220

www.hranswers.com

info@hranswers.com