b. Continue the investigation: interview everyone else who might have witn the harassment

c. Continue the investigation but stop the interview process—it's not necess drag other workers in for interviews at this stage.

Question #3: After conducting a thorough investigation, you conclude tha harassment has not taken place. What do you do now?

a. Report back to the accuser, Employee Marion, and the accused, Supervis

b. Conduct a company-wide seminar on sexual harassment policy and proc

c. Redistribute your company policy on sexual harassment.

d. All of the above

Case Study 6.4 Jill, a New Professor

Jill is a Euro-American woman hired as associate professor at San Jose State U sity. She has been teaching at a relatively low-paying private university, teachin ferent courses on 3 different days at 2 different campuses. Because of her expe she came in at the higher rank of associate professor rather than the more typi slightly lower paying) rank of assistant professor. On the other hand, instead ing 6 years to achieve the teaching and publishing track record necessary for she will have only 3 years. Therefore, she has her work cut out for her.

Virtually all the current faculty (tenured and on the tenure track, 80% ma schedules requiring them to come to campus one or two days a week to tea tions of one or two courses, meaning one or two preparations. However, Jill her tentative schedule for next semester will require her to come to campus week to teach 3 different courses, meaning 3 different preparations.

Scheduling is done by the department chair, Jake Barnes, in consulta the associate dean Spencer Graham. Jill makes an appointment to meet w administrators to request a more amenable teaching schedule. She tells th she is concerned about doing the necessary research and publishing as well a good job of teaching in a new environment—in order to be qualified for 3 years. After all, a university teacher either a) receives tenure, b) is termi c) may be offered a part-time, insecure lecturer assignment.

The message that Jill picks up from Jake and Spencer may be summarized have been accustomed to this type of schedule at Private U, where you were m income and had more administrative duties. You should be able to handle an we give you like a pro. When we granted you associate professor status, we exp to hit the ground running. We need for you to teach these classes at these time ing between the lines, Jill suspects they are viewing her as a whiner, compla trouble maker, who is not adequately grateful, cooperative, and professional. schedule is published, she sees that her request for change has not been grante

1. What surface problems do you notice?
2. How do you interpret the actions of Jill? Of Jake and Spencer?
3. What root problem(s) might be causing the surface problems?
4. If you were Jake and Spencer, what actions would you take?
5. If you were Jill, what would you do now?

Skill Builder 6.1 Minicases: Is This Sexual Harassment?

Do you think the actions in these four cases constitute sexual harassment? would you recommend to each party involved?

1. **A male supervisor** occasionally compliments his young assistant wi such as "You ought to wear short skirts more often" and "Sit and t little longer; I'm enjoying the view."