



POWER HARASSMENT

Prevention Training

USFJ / MOD

- **To help supervisors and employees understand what constitutes power harassment.**
- **To support supervisors and employees identifying, reporting, and preventing power harassment.**
- **To foster a power harassment free work environment where everyone feels respected and valued.**

Ministry of Defense Policy

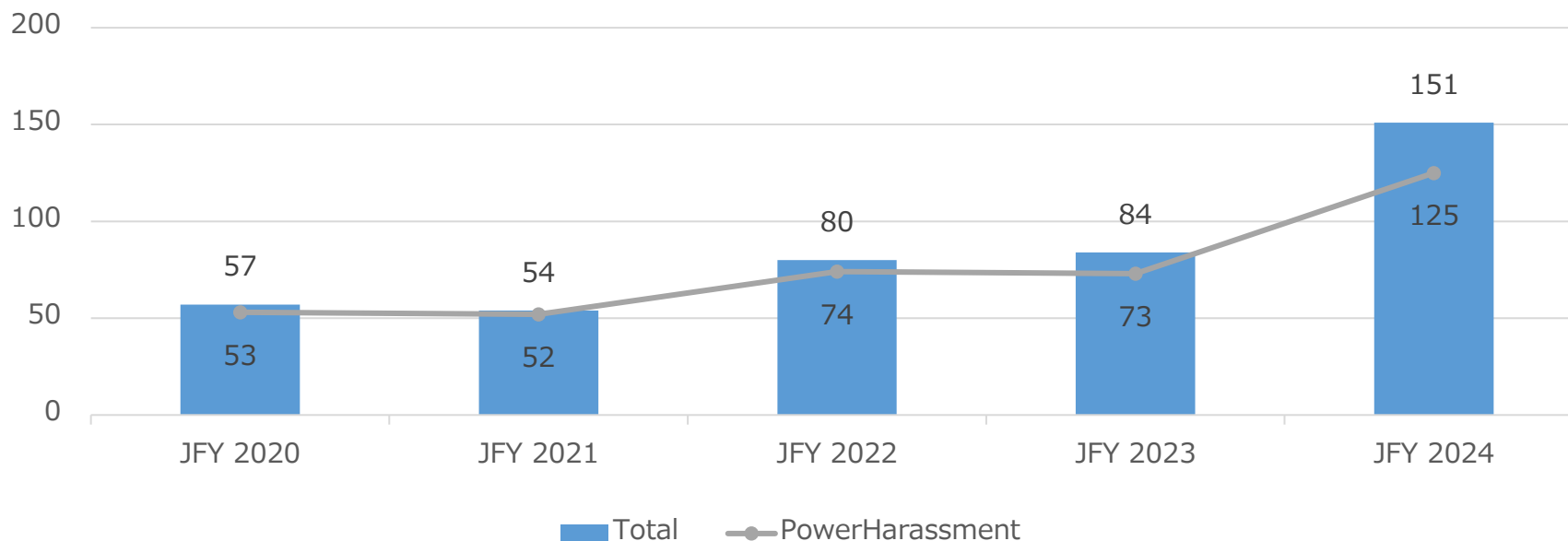
MOD Policy for “Prevention of Power Harassment for USFJ Employees” (1 June 2020)

- **MOD will not allow power harassment and other behaviors that impair personal dignity. We deal with these behaviors strictly as penalties.**
- **USFJ employees shall not perform the acts such as power harassment that impair personal dignity.**
- **MOD establish a consultation service in order to solve power harassment and other issues, and aim at prompt solution. We will also work for gaining the understanding of US side about behaviors considered to be power harassment in Japan, and coordinate positively with the US side for prompt solution. We will not treat anyone who consults or cooperates to confirm the facts disadvantageously. Also, we will protect their privacy.**

Trends in the Number of MOD's Consultation Services

(Unit : Case)

Category	JFY 2020	JFY 2021	JFY 2022	JFY 2023	JFY 2024
Sexual Harassment	1	1	0	6	1
Maternity Harassment	3	1	0	0	1
Power Harassment	53	52	74	73	125
Others	0	0	6	5	24
Total	57	54	80	84	151



What is Power Harassment?

Power harassment is language or behavior delivered from a position of power, authority, or seniority in the workplace which exceeds the necessary and reasonable scope of work duties and is detrimental to the working environment of the employee.

*Master Labor Contract (Standing Instructions),
Mariners Contract,
Indirect Hire Agreement*

Power harassment in the workplace is defined as acts that meet ALL of the three following criteria:

- 1. Language or behavior, delivered from a position of power, which**
- 2. Exceeds the necessary and reasonable scope of work duties, and is**
- 3. Detrimental to the working environment of the worker**

Ministry of Health, Labour, and Welfare

Definition of Power Harassment

Language or behavior, delivered from a Position of Power, Authority, or Seniority

For example, language or behavior delivered in the context of a relationship where there is a high probability that the employee will not be able to resist or reject, by a person of a higher rank, colleague or subordinate that possesses knowledge and/or experience required to complete work, making it difficult to perform the work without their cooperation, or group of colleagues or subordinates that are difficult to resist or reject.

Exceeds the Necessary and Reasonable Scope of Work Duties

For example, language or behavior that is clearly unnecessary or unreasonable to perform work ordered, deviates significantly from the purpose of work, inappropriate as a means of performing work ordered, or unreasonable for the context of the situation in terms of form or means, such as the number of times the act takes place or the number of people involved.

Detrimental to the Work Environment

A situation in which the employee suffers physical or mental distress due to the perpetrator's language or behavior causing the working environment to become so unpleasant that it has a serious adverse effect on the employee's ability to perform his/her job.

Ministry of Health, Labour and Welfare (MHLW)

Six Types of Power Harassment

1. Physical Attacks



Assault and other acts of violence such as punching, kicking, or throwing items etc.

Not applicable: Accidental physical contact or other physical contact of a nonviolent or non-harassing nature, etc.

2. Psychological Attacks



Verbal abuse, public humiliation or actions that cause emotional distress such as insulting, yelling, or using demeaning languages etc.

Not applicable: Counseling to correct an employee's misconduct or addressing performance issues and providing guidance to improve, etc.

Ministry of Health, Labour and Welfare (MHLW)

Six Types of Power Harassment

3. Isolation



Deliberately excluding an employee from workplace interactions or communications etc.

Not applicable: Not sharing an email or notice that is not intended for the employees, etc.

4. Excessive Demands



Assigning tasks that are impossible to complete etc.

Not applicable: Assigning a higher volume of tasks to an Action Officer during peak times, solely due to operational needs, etc.

Ministry of Health, Labour and Welfare (MHLW)

Six Types of Power Harassment

5. Undervalued Demands



Deliberately denies appropriate work or assigns menial tasks to an employee significantly below their capabilities or experience level, etc.

Not applicable: Adjusting workload based on an employee's abilities within reasonable limits, etc.

6. Infringement of individual rights



Invasion of privacy, cyber stalking, etc.

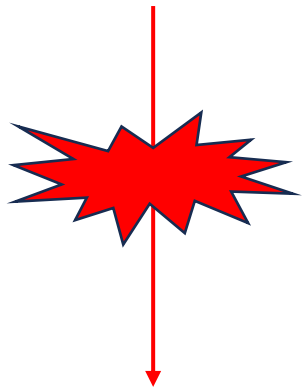
Not applicable: Obtaining necessary contact information for performance of duties and/or emergencies, inquiring about a family situation with the intention of confirming entitlements, or considering a workplace flexibility, etc.

- Providing necessary and reasonable work instructions and guidance, or constructive disciplinary guidance to correct an employee's actions, is not considered power harassment.
- Even if the content of work instructions and guidance is technically correct, the way they are delivered or the manner in which they are communicated matters.
- When providing instructions, it is necessary to assess the personality traits and abilities of subordinates, and to keep in mind that different generations and individuals could perceive communication differently.
- It is a part of the supervisor's responsibility to lead and guide your subordinates. Supervisors should not neglect their responsibilities out of fear that it might be considered power harassment. Therefore, it is crucial to deeply understand what constitutes power harassment.

Examples of Harassment in USFJ Workplaces (Supervisors ➡ Subordinates)



Supervisor



Employee

▪ Abuse of Power/Authority

Giving preferential treatment to subordinates that they are friends with outside of work, such as overlooking performance issues, upgrading positions without a legitimate reason, making subordinates perform personal errands, etc.

▪ Public Humiliation

Scolding subordinates in front of other employees, etc.

▪ Threatening job security

Constantly reminding subordinates that they can be fired or replaced, etc.

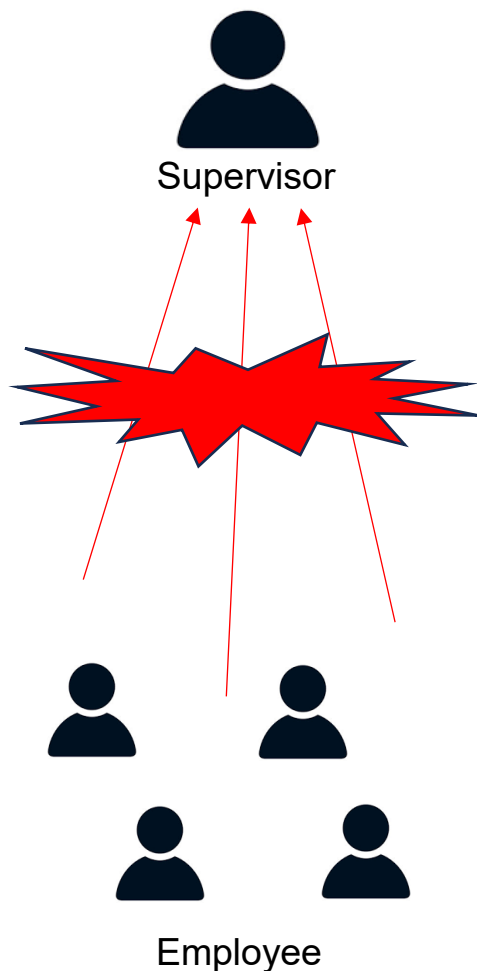
▪ Coercive Control

Using aggressive behavior to manipulate and maintain power/control, etc.

▪ Criticizing

Constantly criticizing subordinates without providing constructive feedback, etc.

Examples of Harassment in USFJ Workplaces (Subordinates → Supervisors)



- **Rude or Disrespectful Attitude**

Using defensive language to supervisor, taking supervisor's instructions and guidance out of context to accuse harassment, etc.

- **Disobedience to Proper Orders**

Ignoring supervisor's instructions, abandoning assigned tasks, intentionally refusing assigned tasks, purposely failing performance standards, etc.

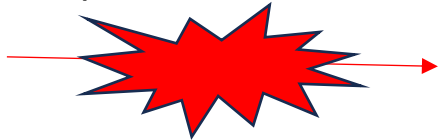
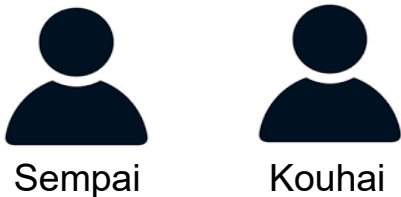
- **Accusation**

Making derogatory remarks about the supervisor, posting abusive comments on SNS, etc.

- **Rebellious Attitude**

Challenging the supervisor's authority, etc.

Examples of Harassment in USFJ Workplaces (Senpai → Kouhai)



▪ Master-servant relationship

Senpai dominates Kouhai, asking Kouhai to run personal errands, etc.

▪ Imposing

Imposing Senpai's values to Kouhai, letting personal prejudices influence advice or decision to Kouhai, such as a male taking Parental Leave was unacceptable during their time, etc.

▪ Rudeness/Disrespectful

Using condescending or demeaning language, etc.

▪ Age discrimination

Negatively using terms to disrespect and make fun of others. Example: "Ojisan" "Obasan" "Rougai" (problems caused by the elderly) to seniors, "This is why your generation is ～～" to juniors, etc.

Examples of Harassment in USFJ Workplaces (Colleague → Colleague)



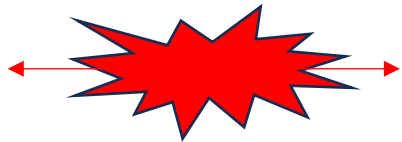
Supervisor



Colleague



Colleague



- **Spreading rumors or gossip**

Spreading malicious rumors or gossip about someone when he/she is not present, or to damage reputation, etc.

- **Isolation**

Ignoring someone's presence or their greetings deliberately, etc.

- **Physical Abuse**

Pushing, shoving, or other forms of physical intimidation, etc.

- **Verbal Abuse**

Insulting, yelling or using an aggressive tone, etc.

- **Forced Participation**

Coercing someone to participate in the afterwork social engagements, etc.

- **Rituals or initiations**

Targeting new employees to embarrass them as a condition of acceptance into a group, etc.

- **Peer Pressure**

Not letting a colleague go home even though his/her work is finished, just because someone else is still working, etc.

What is NOT Power Harassment

Appropriate work instructions and/or guidance that is objectively necessary and reasonable in the course of business, initiation of a constructive process designed to correct the employee's conduct or behavior, or counseling to address performance issues or providing guidance to improve performance, do not constitute power harassment.

**It is wrong to consider harassment based on how an individual feels.
"Because I feel harassed" does not constitute harassment.**



What is NOT Power Harassment

I was forced to attend the training which I did not want.

- Training is a part of duties, and supervisors have the discretion to send employees to mission related training or any training when appropriate and necessary.

I recently received a negative counseling statement for performance from my supervisor, and I strongly disagree.

- Supervisors are responsible for addressing performance issues through counseling that aims to help the employee identify areas for improvement through constructive feedback.

I received a reprimand for repeatedly coming to work late, I do my job right so I should not be reprimanded.

- Supervisors are responsible for ensuring that employee's misconduct is corrected through constructive discipline.



Harassment can have severe consequences for both the individual and the workplace. It can lead to decreased productivity, decreased morale, loss of motivation, increased absenteeism, high employee turnover, can create a toxic work environment, and much more...

What do you do if...?

If you experience harassment, you can:



- ✓ Tell the harasser to STOP, if possible
- ✓ Document the incidents, what happened, including dates, times, locations, and what was said or done
- ✓ Report the incidents to supervisors, Human Resources, consultation windows, etc.
- ✓ Seek support from people around you

If you witness harassment, you can:

- ✓ Offer support and show empathy to the victim
- ✓ Intervene, if possible
- ✓ Distract or change the subject to diffuse tension
- ✓ Upon confirming the victim's will, report the incident to supervisors, Human Resources, consultation windows, etc.



- ✓ **Practice Respectful Communication**

Always communicate respectfully.

- ✓ **Provide Constructive Feedback**

When giving feedback, focus on the work and not the person, offering specific suggestions for improvement.

- ✓ **Clarify Roles and Responsibilities**

Ensure that everyone understands their roles, responsibilities, and expectations.

- ✓ **Be Consistent**

Apply rules and expectations consistently without favoritism or bias.

- ✓ **Manage Workload Fairly**

Avoid overburdening specific employees with excessive workload.

How to Prevent Harassment – Supervisors (Cont'd)

- ✓ **Handle Conflict Appropriately**

Remain neutral and handle conflict impartially, focusing on finding mutual solutions.

- ✓ **Be Mindful of Authority**

Develop your team rather than intimidate or control.

- ✓ **Lead by Example**

Demonstrate the behavior you would expect from your team by treating everyone with dignity and respect.

- ✓ **Understand the USFJ Employment System**

Be knowledgeable of the system provided under the Master Labor Contract, etc., to ensure employees can utilize systems to balance work life, pregnancy, childbirth, child-care, family-care, etc.

- ✓ **Practice Respectful Communication**

Always communicate respectfully. Be mindful of your language, voice tone and actions, and avoid offensive jokes, comments, or gestures.

- ✓ **Be Assertive**

Clearly communicate when the behavior is unwelcome and unacceptable.

- ✓ **Avoid spreading gossip and rumors**

Spreading malicious gossip or false rumors can be considered defamation of character.

- ✓ **Be Mindful of Others**

Pay attention to and consider how other people might be feeling.

- ✓ **Lead by Example**

Demonstrate behavior you expect by treating everyone with dignity and respect.

(Reference) Table of Offenses and Penalties

**When your conduct is considered as an offense,
administrative remedial action may be taken as follows:**

Power harassment, categorized under “Disorderly Conduct” in the table of offenses and penalties, encompasses all forms of harassment except for sexual harassment.

Penalties for Disorderly Conduct:

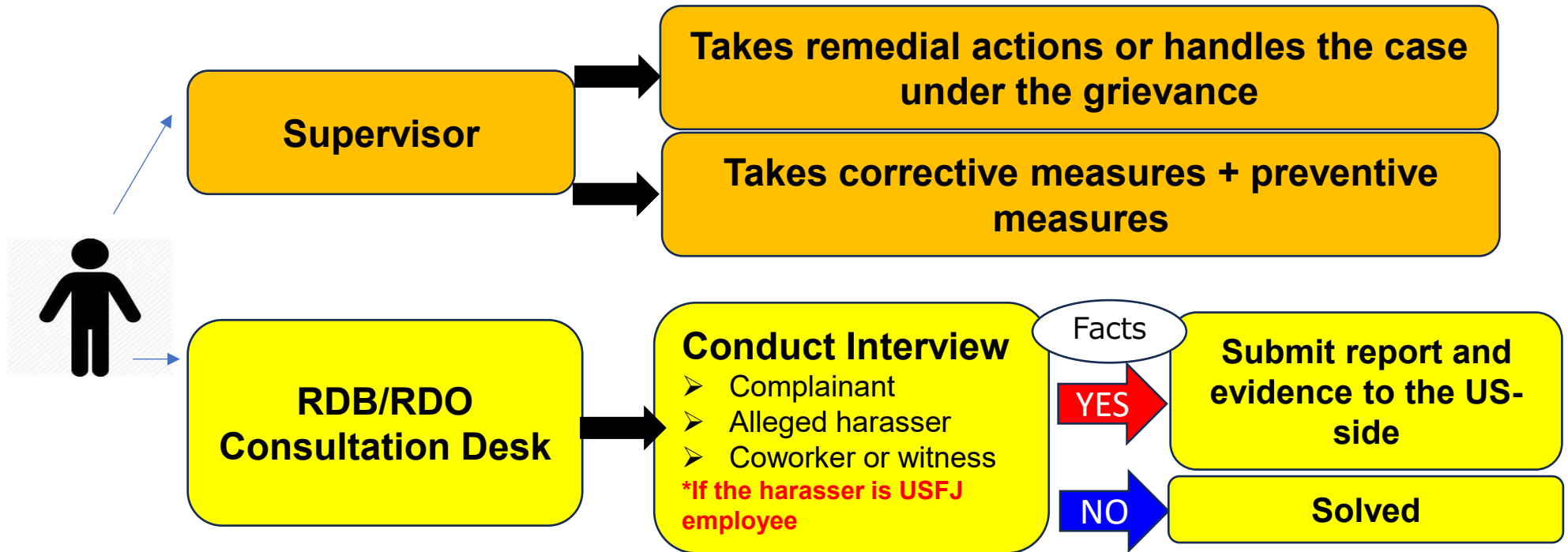
- **First Offense: Official Reprimand to Removal**
- **Second Offense: Fine to Removal**
- **Third Offense: 5-Day Suspension to Removal**

Sexual Harassment is defined as a distinct offense in the table of offenses and penalties.

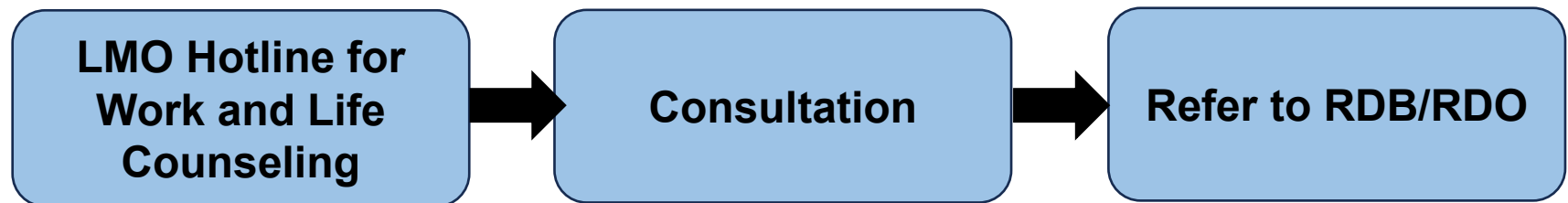
Penalties for Sexual Harassment:

- **First Offense: Official Reprimand to Removal**
- **Second Offense: 14-Day Suspension to Removal**
- **Third Offense: Removal**

(Reference) Reporting Flowchart



Other consultation window



Harassment Consultation Desks

MOD provides Harassment Consultation services.

Please contact your nearest desk at local defense bureaus/offices.

POC	Address	Phone number
Misawa DO Labor Management Sect.	〒033-0012 1-1-31 Hirahata, Misawa-city, Aomori	0176-53-3191
Yokota DO Labor Management Sect.	〒197-0003 864 Kumagawa, Fussa-city, Tokyo	042-551-6722
Yokosuka DO Labor Management Sect.	〒238-0005 Yokosuka Chiho-godo-chosha, 1-8 Shinko-cho, Yokosuka-city, Kanagawa	046-822-2492
Zama DO Labor Management Sect.	〒242-0004 1-13-2 Tsuruma, Yamato-city, Kanagawa	046-265-6130
Fuji DO Labor Management Sect.	〒412-0042 606 Hagiwara, Gotenba-city, Shizuoka	0550-82-1623
Kyoto DO Labor Management Sect.	〒604-8482 Kyoto Chiho-godo-chosha, 38 Nishinokyo, Kasadono-cho, Nakagyo-ku, Kyoto-city, Kyoto	075-812-1887
Iwakuni DO Labor Management Sect.	〒740-0027 2-15-7 Nakazu-machi, Iwakuni-city, Yamaguchi	0827-21-6195
Sasebo DO Labor Management Sect.	〒857-0041 Sasebo godo-chosha, 2-19 Kobata-cho, Sasebo-city, Nagasaki	0956-23-3157
Okinawa DB Labor Management Sect.	〒904-0295 290-9 Kadena, Kadena-cho, Nakagami-gun, Okinawa	098-921-8215

LMO Hotline for Work and Life Counseling

Labor Management Organization for USFJ Employees, Incorporated Administrative Agency

POC	Address	Phone number
Misawa Branch Wage & Welfare sect.	〒033-0012 1-1-25 Hirahata, Misawa-city, Aomori	0176-53-4165
Yokota Branch Wage & Welfare sect.	〒196-0005 Akishima Showa No.2 Bldg. 4F 2-4-4 Daikanyama, Akishima-city, Tokyo	042-542-7883
Yokosuka Branch Wage & Welfare sect.	〒238-0011 Murase Bldg. 4F, 1-6 Yonegahama-dori, Yokosuka-city, Kangawa	046-828-6946
Zama Branch Wage & Welfare sect.	〒252-0011 1-46-1 Sobudai, Zama-city, Kanagawa	046-251-0702
Kyotango Branch	〒629-2503 MIC Bldg. 1F, 1975 Suki, Omiya-cho, Kyotango-city, Kyoto	0772-68-0920
Iwakuni Branch Wage & Welfare sect.	〒740-0027 2-15-35 Nakazu-machi, Iwakuni-city, Yamaguchi	0827-21-1271
Sasebo Branch Wage & Welfare sect.	〒857-0056 3-1 Hirase-cho, Sasebo-city, Nagasaki	0956-23-7191
Okinawa Branch Wage Adm. Sect.	〒904-0202 1058-1 Yara, Kadena-cho, Nakagami-gun, Okinawa	098-921-5534