



ANTONIO R. VILLARAIGOSA  
MAYOR

## EXECUTIVE DIRECTIVE NO. 8

Issue Date: November 20, 2006

**Subject: Zero Tolerance for Hazing of Fellow Employees**

Acts of hazing, recently under increased scrutiny and criticism in school settings among minors and college-aged adults where such acts have long occurred, are also wholly inappropriate and utterly unacceptable in the workplace. Hazing, whether in the form of physical violation or sustained verbal harassment, must not be tolerated in the City workforce.

The City must follow a strict policy of zero tolerance for any acts of hazing. Employees who engage in such acts, and supervisors who knowingly fail to act to prohibit or prevent them, should receive disciplinary sanction, up to and including termination of employment, consistent with applicable Civil Service and personnel rules. The time has come to declare unequivocally that hazing is not acceptable adult behavior. Tradition or payback can no longer shield such activity from elimination.

This is a matter of necessary risk management, as well as simple decency. Hazing, whether physical, psychological or verbal, on the basis of race, ethnicity, gender, religion, sexual orientation, accent, age, language, or any other legislatively or judicially prohibited grounds, can subject the City to severe legal consequences, including significant monetary liability for the creation of a hostile work environment. As stewards of the City's resources, we cannot permit such an unwarranted threat to those resources to continue.

We are one City workforce, serving one community, and behavior that divides us has no place in any public workplace. Accordingly, I direct that all City departments take the following actions, and that the proprietary departments institute similar policies as soon as possible:



### **Post a Policy of Zero Tolerance for Hazing**

The Personnel Department will provide a notice stating a policy of zero tolerance for hazing. I direct each Department Head to post that statement **no later than January 5, 2007**, indicating that hazing has no place and will not be tolerated in the workplace. The statement should indicate that management will investigate all allegations of hazing, and take appropriate action, consistent with Civil Service and personnel rules, to discipline all participants in hazing.

The statement should also indicate that employees are expected to report hazing to management in a timely manner. The statement should also state that supervisors will be held accountable for taking all actions necessary to prevent hazing and to discipline participants in hazing. This statement should be posted in all areas where notices to employees are posted. Each department should report its compliance with this posting requirement to the Personnel Department and to the Counsel to the Mayor.

### **Adopt Procedures to Investigate Allegations of Hazing and to Discipline Participants**

I further direct each Department Head to work with the Personnel Department and your own department's human resources staff, to devise and adopt a procedure to investigate allegations of hazing and to initiate appropriate discipline, consistent with applicable Civil Service and personnel rules, against all participants in acts of hazing. This procedure should be adopted by the Department Head and any Commission or Board with supervisory authority by **no later than March 31, 2007**. Once adopted, a copy of the procedure should be sent to the Personnel Department and to the Counsel to the Mayor.

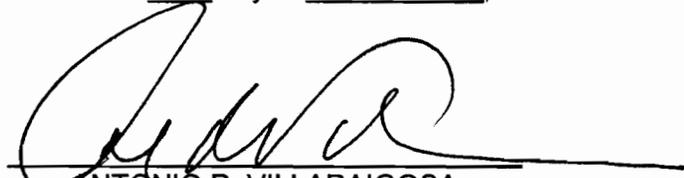
### **Report on Incidents of Hazing and Steps to Prevent Recurrence**

No "explanation" for any pattern of hazing is acceptable. Transparency and the discussion and reform that follow in its wake are critical tools against the perpetuation of hazing. Accordingly, I direct each Department Head to make a thorough and realistic report, along with a plan to prevent recurrence of any identified pattern of hazing, to any board or commission advising or overseeing the department, to the City Administrative Officer, to the Personnel Department, and to the Counsel to the Mayor, **no later than April 30, 2007**.

**Summary of Required Action:**

1. Each Department Head must post the policy of zero tolerance for hazing by January 5, 2007, with a report of compliance to the Personnel Department and to the Counsel to the Mayor.
2. Each Department Head must adopt procedures to investigate allegations of hazing and to initiate discipline against participants in hazing by March 31, 2007, with a copy to the Personnel Department and to the Counsel to the Mayor.
3. Each Department Head must complete a report and a plan to prevent recurrence of any pattern of hazing by April 30, 2007, to the appropriate board or commission, to the City Administrative Officer, to the Personnel Department, and to the Counsel to the Mayor.

Executed this 20<sup>th</sup> day of Nov, 2006



ANTONIO R. VILLARAIGOSA  
Mayor