DEPARTMENT CHAIRS LUNCH PRESENTATION

THE OFFICE OF PROFESSIONALISM & ETHICS
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USC University of Southern California

USC University of Southern California

WHY THE OFFICE OF PROFESSIONALISM & ETHICS?

Understanding OPE's Role within the Broader USC Community

- The Office of Professionalism and Ethics (OPE) maintains the **USC Report & Response** reporting website that integrates with the university's case management platform, both serving as key components of USC's centralized reporting, response and tracking ecosystem. OPE reports up to Stacy Giwa, Interim SVP of HREC.
- OPE is the first **quality-assurance** touchpoint for concerns submitted through the USC Report & Response website, ensuring university reporting compliance obligations are identified and concerns are responded to and referred to the most appropriate university offices for resolution.
- OPE acts like an air traffic controller to assess and coordinate the flow of submitted concerns to: **EEO-TIX, ELR, OCEC, Threat Assessment, Campus Wellbeing, local HR and Faculty Affairs, and others.**

Find out more at: **OPE.USC.EDU**

THE WHY THAT DRIVES OPE

Shared Culture Journey Vision

The success of USC's mission requires a culture where:

1. All behaviors are guided by our unifying values – especially our reporting responsibilities
2. The institution's systems and processes support, define, and incentivize those behaviors
3. Speaking up and sharing are promoted in an environment where <u>everyone feels safe and protected</u>

OPE connects with our academic, staff and student partners, providing support and linking resources that bolster our Unifying Values and drives responsiveness to concerns within our community.

OFFICE OF EMPLOYEE LABOR & RELATIONS

The Office of Employee and Labor Relations (ELR) **collaborates** with an array of campus partners to provide **resources** and **support** with addressing workplace concerns.

The emphasis is in early intervention for

- workplace conflict
- workplace conduct
- performance matters

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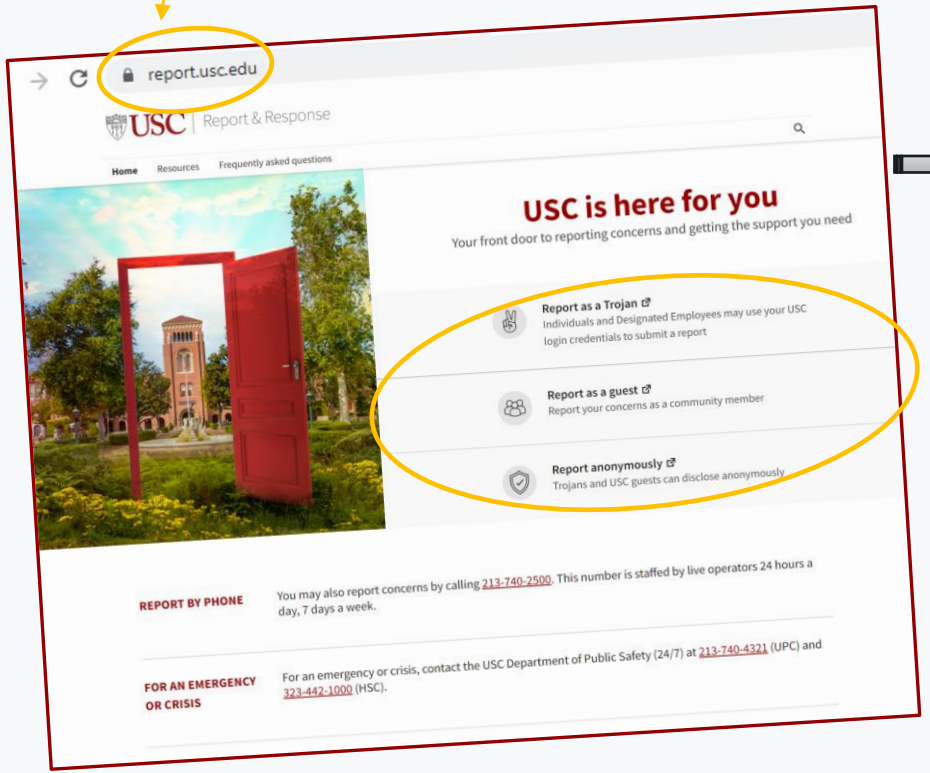
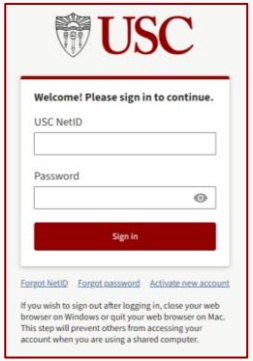
USC'S "FRONT DOOR" REPORTING WEBSITE

USC Report & Response launched July 2023





NAVEX GLOBAL

Mobile QR Code

USC Report & Response

- Warm and welcoming community interface (report.usc.edu)
- Three reporting options, to include an anonymous selection
- Integrates directly with the university's case management platform
- A single resource for reporting resources and FAQs
- Mobile device friendly viewing and webform reporting

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RECOGNIZING THE ROLE OF A CHAIR

Observations and fundamental truths

- The role of a Chair requires you to be a mentor; one who sets the academic tone; the overseer of budgets, grants, and other administrative functions… as well as a "supervisor" expected to manage performance and collegiality – This last responsibility is often the most understated.
- Real world dilemma: Yesterday I was a peer; today I'm expected to be their supervisor.
- There is no blueprint to manage the complex and varied needs of students, faculty, and others in the context of academic and professional standards. It's a challenging task.
- Successfully navigating issues within the work environment is not your individual responsibility. It is a *team* sport. It requires alignment of thought + timely communication by school leadership from the Dean to the Chair and the faculty.
- Management of personnel is an acquired skill not inherently gifted to us. It requires practice but gets *exponentially* easier after that first muscle is exercised.
- The most intimidating step to help course correct problematic behavior is usually the first and often least disruptive – a private and timely conversation. However, it can be the *most* powerful.

TIPS AND SUGGESTIONS

Navigating Difficult Situations

- Start by believing
- Escalate sooner rather than later
- It is ok to stay connected and provide support (as appropriate)
- Monitor for retaliation
- Ask for help

SCENARIOS

How would you address these issues?

1. Faculty members shares with you that they are not happy with their annual performance review.

2. You receive feedback seeking to address a tenured faculty member who “tends to dominate the conversation” during monthly faculty meetings

HEAR^{3}D Model

Framework for Responding to Initial Disclosures of Workplace Concerns

H — Hear

Hear the employee by actively listening to the concern. Avoid distractions and interrupting, and make sure you understand their issue.

Allow the person to fully vent. Ask follow up questions (Who, What, Where, When, Why, How), and request/obtain supporting documentation as appropriate/possible.

E — Empathize

As you listen and once you understand the concern, **Empathize** by putting yourself in their position and convey that you care about their problem and take is seriously.

Even if you disagree with the person, avoid making excuses or minimizing the person's concern and do not blame them for the problem.

A — Acknowledge

Acknowledge that the person is raising serious concerns that they need to be addressed.

Express your reporting obligations and get their perspective of how they would prefer the issue be resolved with the understanding that no specific outcome can be guaranteed. Brief back what you heard to confirm understanding.

R^3 — Resource, inteRim, Relay

Provide appropriate **resources** based on the concerns shared.

Identify or implement appropriate **interim measures**

Relay the information to the appropriate office using the Report and Response website.

D — Document

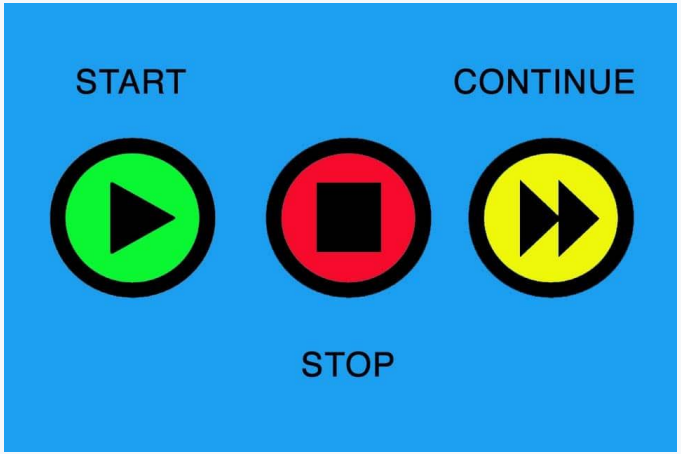
Document the conversation and any resultant action in an email to the person to capture the reporting of the concern and to confirm the issue has been logged and will be addressed.

Save all notes and as case notes and upload documents to the file explorer in Meyestro.

HEAR^{3}D Initial Disclosure Response Model

CLOSING REFLECTION

What is one thing that you will stop, start, or continue as a result of what we discussed?



RESOURCES

Consider bookmarking these pages for training and just in time support

USC Resources Websites

- USC Unifying Values and Culture Journey - https://culturejourney.usc.edu/explore/unifying-values/
- Report and Respondent Page: Reporting (https://report.usc.edu/) Resources (https://report.usc.edu/)
- Faculty and Staff Reporting Obligations: https://eeotix.usc.edu/faculty-and-staff-reporting-responsibilities/
- USC Workwell Center: https://workwell.usc.edu/
- USC Ombuds: https://ombuds.usc.edu/
- USC Office of Threat Assessment and Management: https://threatassessment.usc.edu/
- USC Office of Professionalism and Ethics (OPE): https://ope.usc.edu/

Additional Resources

- National Center for Faculty Development and Diversity (NCFDD) - https://www.ncfdd.org/home - The National Center for Faculty Development & Diversity (NCFDD) is a non-profit organization that provides professional development programs and resources for faculty members at all levels. The NCFDD offers a variety of programs and resources to help faculty members be successful in their careers, including programs to improve research productivity, work-life balance, and mentoring skills.
- University of Illinois National Center for Principled Leadership & Research Ethics (NCPRE) - The National Center for Principled Leadership & Research Ethics (NCPRE) is dedicated to creating and supporting academic cultures of excellence: excellence in mission quality; excellence in exemplary leadership; and excellence in ethical and responsible conduct.

QUESTIONS & ANSWERS

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Thank You and Fight On!

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