DEPARTMENT CHAIRS LUNCH PRESENTATION
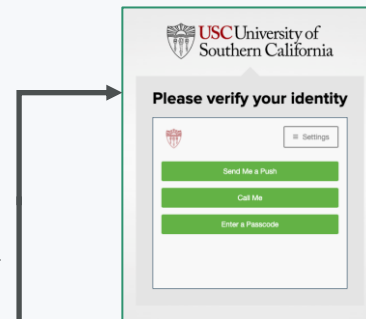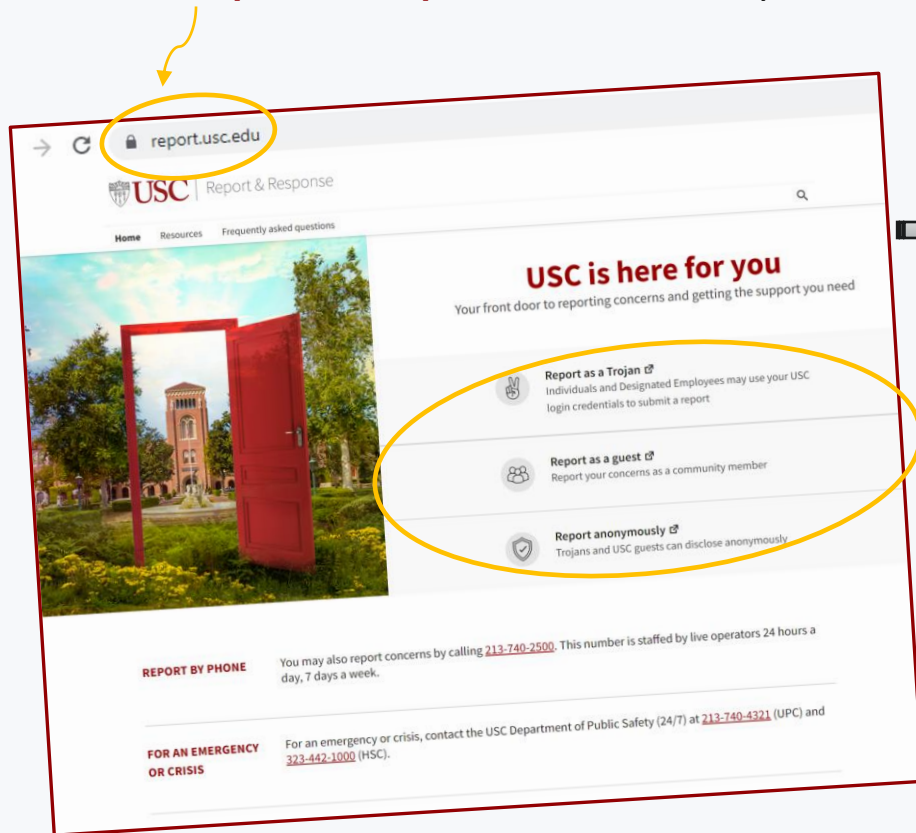
**THE OFFICE OF PROFESSIONALISM & ETHICS
MARK M. MANLEY
EXECUTIVE DIRECTOR**

**EMPLOYEE AND LABOR RELATIONS
VALYNCIA C. RAPHAEL-WOODWARD
EXECUTIVE DIRECTOR**

USC University of Southern California

USC'S "FRONT DOOR" REPORTING WEBSITE

USC Report & Response launched July 2023

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

Employee and Labor Relations Overview

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

Their emphasis is on early intervention for:

- workplace conflict
- workplace conduct
- performance matters

Employee Relations Expertise
Serves as a Center of Expertise

Education and Training
On laws, policies, and best practices

Assessment and Reporting
For stakeholders on workplace matters

Engagement and Communications
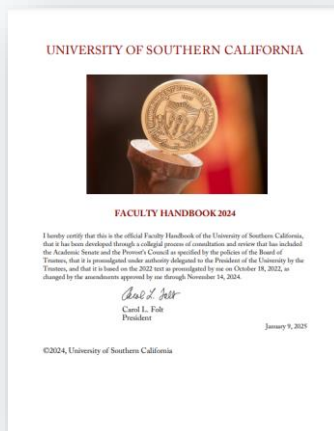On policies, practices, and accomplishments

Data Analytics
To inform prevention and response

COMMON SOURCES OF CONDUCT EXPECTATIONS

Recommended Bookmarks for Addressing Typical Concerns

Policy Link: Faculty Handbook
https://policy.usc.edu/faculty-handbook/

Policy Link: Faculty Handbook
https://policy.usc.edu/integrity-accountability-code/

Resource Link: Unifying Values:
https://culturejourney.usc.edu/explore/unifying-values/

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

HEAR³D 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.

R³ — 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.

HEAR³D Initial Disclosure Response Model

SCENARIO PRACTICE

1. A junior faculty members expresses concern that they have been assigned to so many committees that they are unable to meet their research and writing obligations

   - How would you address these issues?

   - What would you do in the moment?

   - How would you address it afterward, if at all?

   - What would early intervention look like?

   - What is the tie to policy/values, if any?

   - Could this issue be prevented or avoided? If so, how?

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.

CLOSING REFLECTION

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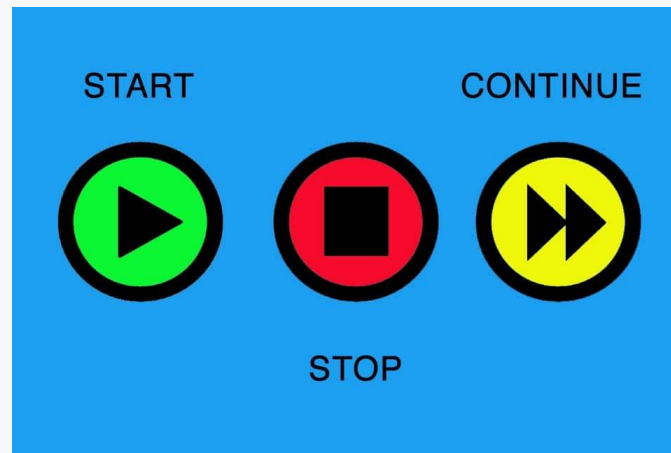
QUESTIONS?

Connect With Us

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Thank You and Fight On!