

School of Clinical Medicine HR Forum

Thursday 11th May

10:30am – 12pm

Agenda

- **Introductions and welcomes** led by Michelle Jones
- **Brief HRTP Update** by Mike Matthews
- **Brief EDI Update** by Rebecca Luck & Becky Tuck
- **Effective Working Relationships Pilot Session** by Darren Foulkes & Lisa Clare (feedback is welcomed following this presentation)
- AOB

Welcomes:

Since March 2023

Clinical School HR Team:

Michelle Jones, Head of HR

Christian Brown, Recruitment & HR Staff Hub Coordinator

PHPC:

Darcey Swann, HR Administrator

Medicine:

Vito Abbruzzese, HR Administrator

Ema Herciu, HR Administrator

Haematology:


Maria Canas, HR Coordinator

Brief EDI Update by Rebecca Luck & Becky Tuck

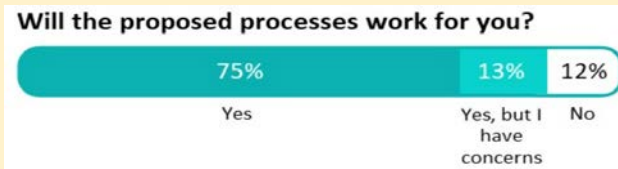
Wider Consultation

 **56**
SCM Responses
Received

- Manage Time*
- Absence*
- Onboarding

 **87.5%**
SCM Departments
participated

- Employee Changes
- Compensation & Benefits
- Exiting



Data Cleanse

HR Business Systems and Analysis Team

Department assistance: 10 out of 70+ data items

- Vacant positions
- Reporting manager links
- Applicants with outstanding offers
- Position addresses (work locations)
- Detailed work schedules
- Open Probation cases

HRTP Advocates

 **31**
SCM HRTP
Advocates

 **12**
SCM Departments
Represented

In-person Advocate Launch Meeting: 11 May 23

Online Advocate Launch Meeting: 15 May 23

What's next

- Change Impact Assessment Stage 1
- School Council Meeting with A. Hudson & K. Munir
- HoD Meetings with BOMs & HRBPs

Welcome to Effective Working Relationships

Darren Foulkes, Research Network Training Coordinator

Lisa Clare, Senior HR Business Partner

Objectives

- To identify what an effective working relationship looks like
- To identify what casual disrespect looks like
- To know how to embed a positive culture
- To understand why intervention is important
- To apply strategies to intervene effectively, including "calling in" and having a difficult conversation

Session Layout

- Respect vs. lack of respect – what does it look like
- Embedding a positive culture – what it is, the impact and how to tackle casual disrespect
- Intervention – why it's important and how to intervene effectively
- How to deal with mistakes when they happen and have a difficult conversation

This is an interactive session and we will make use of discussions and anonymous online feedback – please be prepared to share and engage.

This is a safe space, but please anonymise all examples.

What does respect look like for you?

Ask for advice or contribution - and show you've taken it into account

Wholehearted attention, genuine listening to all ideas

Constructive, balanced feedback and Respectful disagreement

Consult and inform people affected by decisions/changes

Patience with learners

Respect others' time, space, work/life boundaries, belongings

Respect different skillsets, working & communication styles

Open channels of communication: safe to raise issues with senior staff

Tough line on discrimination



What does disrespect look like within our departments?

- Scan the QR code
- Share some examples of the behaviours that could be considered disrespectful.
- All responses are anonymous



What does lack of respect look like?

Not consulting people with expertise; shutting people out of conversations

Make changes/decisions without considering impact, consulting or communicating

Look at your watch, talk over people, ignore, walk away

Negative feedback without support on how to move forward

Not saying hello

Unbalanced assignment of blame

Not responding to repeated questions

Unprofessional behaviour: shouting, swearing, slamming doors

Going back on an agreement

Not considering effect of missed deadlines on others

Blocking someone's career progression



Case Study 1: Mihaela

Mihaela has recently spoken to you about not feeling included in the lab and not being invited to social activities planned by the lab. At your weekly lab meeting you note that Rafe repeatedly speaks over Mihaela when she tries to contribute to the discussion and does not give Mihaela the opportunity to speak. You also note that Sioned dismisses every contribution that Mihaela is able to make by either sighing or responding negatively rather than constructively.

Questions:

Now that you have noticed these interactions between Mihaela, Rafe and Sioned what would you do both in the meeting and longer term.



The GMC, Wellcome Trust, CRUK and MRC all highlight positive culture as a priority

"At Cancer Research UK, we expect all people involved in our research to treat each other with dignity and respect, and we consider bullying and harassment of any kind, in any context, unacceptable.

- **Cancer Research UK – Policy on Dignity at Work in Research – January 2023**

"And when we listen to what doctors tell us about their work, we can see that workplace culture has a huge impact not only on their job satisfaction, but more importantly on their ability to care for patients"

- **Professor Dame Carrie MacEwen - GMC Conference 4 May 2022**

"Researchers say that their working culture is best when it is collaborative, inclusive, supportive and creative, when researchers are given time to focus on their research priorities, when leadership is transparent and open, and when individuals have a sense of safety and security. But too often research culture is not at its best."

- **What Researchers Thinking About the Culture They Work In. Wellcome - 2020**

"foster a culture of active bystander intervention and psychological safety ... within MRC boards ... to further raise awareness of bias and how to address it. "

- **MRC Strategic Delivery Plan 2022-2025**

"Doing great work in a great place to work"

Why we should intervene or report



Why don't we intervene or report?

- Scan the QR code
- Share some reasons why people don't always intervene or report casual disrespect behaviours.
- All responses are anonymous



• Won't be doing this activity today due to time constraints, but would in the 90-minute sessions

Why don't we intervene or report?

Everyone else seems to think it's ok – maybe I am overacting?

No-one else is speaking up so why should I?

Someone else will say something.

My manager doesn't see it as an issue so why should I

Nothing will happen even if I say something.

No one will believe me.



Why don't we intervene or report?

Active Bystander

We know that not intervening leads to:

- Tolerance and normalisation of inappropriate behaviour
- An unwelcoming and unproductive workplace

Conversely, when some do choose to intervene, others:

- Are more likely to intervene as well
- Behave in more healthy ways
- Feel safer and better supported

Cultures and norms **CAN** and **DO** change!

Everyone else seems to think it's ok – maybe I am overacting?

My manager doesn't see it as an issue so why should I

It's harmless and funny – why would someone take offence

Case Study 2: John

John who is a Long-standing Academic Colleague has recently joined your lab. A few of the senior researchers in your group have come to see you in relation to the way they have seen John communicate with the female members of the lab and some of the inappropriate comments he has made about them behind their backs. Some examples of this are:

- Only asking the females to make cups of tea.
- Making comments about their appearance, in particular their clothing choices.
- Referring to Professional Service staff as "only" administrators
- Seeming to ignore any requests from the females for advice.

Questions:

How would you advise/support the individuals who have come to see you?
What would you do personally?

Intervening when we witness Casual Disrespect

– Active Bystander

Direct Action

Using your body, your face, your voice to show disapproval.

Directly challenge the casual disrespect. "that's not okay", "That isn't funny", "that isn't how we speak to one another here"

Distraction

Interrupt the conversation, start talking to either the person giving or receiving the casual disrespect. Get the person being disrespected out of the situation.

Delegation

If you don't feel able to intervene in the moment, speak with someone senior who can address the behaviours you witnessed. It is important to **document** what you witnessed so it can be challenged fairly.

Delay

If you were not able to address the behaviour in the moment, check in later with the victim of the casual disrespect to see if they're okay and support them. **Report** the incident to a more senior staff member to address.

"Calling In" - Privately addressing casual disrespect

- Calling in as a **one-to-one conversation** to bring attention to the casual disrespect being demonstrated by an individual
- Calling in works when you have **influence** over the other person and conduct the conversation in a **private**, safe setting allowing for **open discussion**.

"You were very dismissive today of Dewi's input in the meeting, that isn't how you normally are, can you tell me about that?"

How To Call In

- Address and name exactly what behaviour you saw
- Couch conversation in relation to the research culture of the team
- Compare the behaviour to prior, positive behaviours exhibited by the individual.
- Refer to the behaviour being out of character for the individual, or out of sync with the culture of the department.
- Don't label people
- Be patient

"You were very dismissive today of Dewi's input in the meeting, that isn't how you normally are, can you tell me about that?"



Having a Difficult Conversation

- In small groups briefly discuss the key points of having a difficult conversation.
- Be prepared to feedback your ideas
- Things to consider before the conversation takes place
- How to manage the conversation
- What to do if it gets heated
- Following up
- When to speak to HR



Having a Difficult Conversation

When to speak to HR

- Speak to HR before you have the conversation
- They will advise you and can even practice the conversation with you

Things to consider before the conversation takes place

- Consider what the problems are
- Establish the facts
- Plan what you want to say
- Private setting
- Time to discuss the issues
- What does success look like?
- What support can be provided?

What to do if it gets heated

- Take a break for a few minutes
- If it is especially charged – come back to it at a later date

Having a Difficult Conversation

When to speak to HR

- Speak to HR before you have the conversation
- They will advise you and can even practice the conversation with you

How to manage the conversation

- Introduction – Set the right tone
- State the Purpose
- Set out the structure
- Agree standards of behaviour regarding the meeting
- Calm and professional manner
- Reassure them about confidentiality
- State issues – give examples – be specific
- Ask for explanation
- Listen
- Explore issues together, ask for proposals to resolve the situation
- Discuss the option – decide on and agree actions and timescales

Following up

- A short email with bullet points – clarifies what has been discussed and agreed

Case Study 3: Professor Bloggs

Prof Bloggs has a heavy workload; they are an academic with a highly regarded international reputation, have a large research group and carries a large clinical load. Because of this they often work until the early hours and quite often email their team later at night.

This has led to some junior members of the group feeling as though they must respond to Prof Bloggs at any time of the day.

Prof Bloggs has recruited some very talented Post Docs but there is a very high turnover rate in his group

You're aware as Head of Department that in the exit survey people have given the following examples of behaviour that has led to them leaving the group:

- "Oh leaving early again, are we? 6 o'clock!!"
- "I guess you're not serious about a scientific career if you're taking a long weekend when we're so close to submitting the paper."
- "Don't know why you think you're the right person to join the Committee because you're not willing to put the hours in at the weekend."

The Junior members of the group are refusing to attend a seminar commencing at 6pm and Prof Bloggs has come to speak to you for advice on how he can retain talented Post Docs. What do you say, what advice do you offer? How do you handle this situation?

Prevention and Intervention: collective responsibility

- **Take it seriously! Zero tolerance of inappropriate behaviour**
- Model professional, positive and respectful behaviours, expect the same from all your colleagues
- Create and maintain consistent and constructive local culture of open dialogue about appropriate attitudes and behaviours
- Be aware of your unconscious/implicit bias and awareness/sensitivity to different groups – refresh and/or develop your skills in this area
- Exercise consistent management practices, treat staff equally fairly
- Be an active bystander
- Familiarise yourself with Dignity at Work policy and sources of support

Thank you for your time.



Feedback

- After the forum we will be sharing a link to Survey – if you can give us your thoughts on this session, we would be very grateful.

Any other business?

Thank you for attending