

PANEL ON ABRASIVE CONDUCT

A CONVERSATION WITH
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*“I’VE LEARNED THAT PEOPLE WILL FORGET
WHAT YOU SAID, PEOPLE WILL FORGET WHAT
YOU DID, BUT PEOPLE WILL NEVER FORGET HOW
YOU MADE THEM FEEL.” – MAYA ANGELOU*

*“KNOWING WHAT’S RIGHT DOESN’T MEAN
MUCH UNLESS YOU DO WHAT’S RIGHT.” -*
THEODORE ROOSEVELT

RULES VS VALUES

Too simple to say there is a contradiction, but there is not always perfect alignment

CLIMATE AT UC

- Application of Loss of Life / Fear of Annihilation in academic context
- Context?
- Getting better? Worse?

UC GUIDANCE & POLICIES

- July 2016 UC Guidance Document & letter from President Napolitano (uses Gov't Code Section 12950.1 definition of abusive conduct)
 - Reminder: Gov't Code 12950.1 is a training requirement, does not make abusive conduct illegal
- UC Berkeley – First UC policy to cover staff
- UC Merced – First UC Policy to cover *all* employees, including faculty and non-affiliates

UC GUIDANCE & POLICIES

UC Guidance –

Abusive Conduct - Conduct of an employer or employee in the workplace, with malice, that a reasonable person would find hostile, offensive, and unrelated to an employer's legitimate business interests.

Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work performance. A single act shall not constitute abusive conduct, unless especially severe and egregious.

UC GUIDANCE & POLICIES

- UC Berkeley – Workplace Bullying Prevention
 - Defines “bullying” – pattern of repeated behavior that a reasonable person would find hostile, offensive, and unrelated to the University’s legitimate business interests
- UC Merced – Policy on Prohibition of Abrasive Conduct & Acts of Violence
 - Mandated reporting of threats / acts of violence – to Behavioral Intervention Team (BIT)
 - Suggest reporting of abusive conduct
 - Reports of abusive conduct go to HR – ER/LR or Academic Personnel

CHALLENGES IN THE UC

- Resources already tapped out (HR & APO)
- Avoidance
- Lack of skills
- Whose job is this?
- Formal investigations? Anonymous complaints?
- Are we *really* going to discipline someone for *this*?
- Others?

“I’M GOING TO FILE A COMPLAINT AGAINST YOU – THIS IS BULLYING!”

- I see it differently.
- I see it as my responsibility to make people aware when there are multiple complaints about their interactions with others, and to offer help to turn things around.

BEST PRACTICES

- Prevention
- Policy
- Portals
- Process

OTHER PATHWAYS

- University of Colorado, Boulder
- Faculty Professional Rights and Duties Document
- Investigation unit in Faculty Affairs
- University muscle
- Culture change: slow and steady

**QUESTIONS, COMMENTS,
THOUGHTS?**

NEXT STEPS?