



Manager's Toolkit

Guidance on



The following lines may be helpful:

'Thanks for sharing this experience with me...' or 'Thank you for trusting me with that information/ your experience'

'I can hear that this has made you feel (use their words)'

'Would you like me to provide information about specialist support?'

'Do you currently feel safe?'

'It is because of experiences like yours that this organisation is involved in this work...'

Know your role and practice self-care

The most important thing you can do is listen to the person and take their disclosure seriously.

Overview of Informal Options

Informal resolution

The following is guidance on balancing different considerations when engaging in informal resolution. This is not exhaustive, but is intended to provide a framework and principles for approaching challenges in the workplace.

Be supportive; actively listen; be impartial.

Do not make promises about confidentiality. UCL has a Duty of Care, and you can refer to the confidentiality note and escalation criteria in the appendices for further guidance.

Explain that the informal process is about resolution – not proof or substantiation.

The aim is to prevent the issues reoccurring, not 'punishing' the respondent

Explain the options:

“Does everyone in your team understand the definition of harassment and bullying and its impact?”

“Are you / they aware of UCL policy and the standard expected of employees, are you advised of the consequences if a complaint is investigated and upheld?”

If not anonymous, when addressing the complaint with others use the **DESC** model:

Describe the behaviour – say what, when, who, where – be specific

Explain the effect on others

Say what you want to happen – be clear and polite, but firm that action is needed

Contract/consequences – aim for agreement, but if not willing be honest about consequences

Victimisation

Victimisation is defined under the Equality Act (2010) as treating someone badly because they have done a ‘protected act’, or because you believe that a person is going to do a protected act.

A ‘protected act’ is:

Making a claim or complaint of discrimination (under the Equality Act).

Helping someone else to make a claim by giving evidence or information.

Making an allegation that you or someone else has breached the Act.

Doing anything else in connection with the Act.

If someone does treat a staff member or student less favourably because they have taken such action then this will be classed as unlawful victimisation. There must be a link between what the staff member or student did, and the person’s treatment of them. The less favourable treatment does not need to be linked to a protected characteristic.

Explain that victimisation is serious misconduct for anonymous or identifiable reports.

Escalation and formal procedures

Allegations of bullying, harassment and sexual misconduct can be investigated formally through UCL’s policies and procedures. Most concerns are resolved informally through discussions within the department, division or faculty. However, if an employee considers that their concerns have not been addressed adequately, or that the allegations are sufficiently serious, they may raise a formal complaint under UCL Policy.

If the investigation determines that there is a case to answer, the perpetrator may then be disciplined using UCL’s Disciplinary procedure.

Examples of intervention initiatives

Training ('Where do you draw the line?' and 'Taking the Lead' workshops, and bespoke arrangements)

Email Charter

Displaying posters or agreed principles for working

Agreements between PhD Students and Supervisors

Including Equality, Diversity and Inclusion regularly within team and committee meetings to discuss key issues, changes and promote inclusion

Engaging with the 'Full Stop' campaign, and calls to action

Liaising with HRBP supported by the EDI team to develop specific interventions

Support for you

Line Manager

You may wish to speak with your line manager at first instance to seek guidance, or further support when addressing behavioural concerns.

Employee Assistance Program (EAP) – highlight key management programs

EAP is a free employee support service. Call **0800 197 4510** to speak to a professional counsellor or information specialist in confidence. The EAP can provide information on support services in your local area, and short term, face-to-face counselling to help get you back on track.

You may also wish to access the comprehensive resources available on the Care First website here: https://www.ucl.ac.uk/hr/occ_health/eap.php

HRBP

Please refer to the above section on 'Working with your HR business partner' for link.

SilverCloud

UCL are offering SilverCloud, an online Cognitive Behaviour Therapy (CBT) tool available to staff and PhD students to target stress, depression, anxiety and negative body image. <https://www.ucl.ac.uk/human-resources/silvercloud>

Report + Support

The [Report + Support site](#) for UCL students and staff provides a summary of all UCL student and staff support available, and lists external specialist providers. You may refer staff or students to 'contact an advisor' through the website, where they can seek more detailed information on their support options.

Self-Care

The graphic below may provide helpful guidance on the number of ways you can engage in self-care. This list is by no means exhaustive, but may prompt you to try different self-care techniques.

