

## Poor leadership/management behaviour

1. Requests for flexible/ part-time working by both men and women have not been given fair consideration, resulting in stress for those concerned regarding balancing caring and work commitments.

*It is important that staff achieve a healthy work life balance and the Faculty does not want to lose talented staff due to requests not being given serious consideration. HR are available to discuss any concerns and assist managers in finding reasonable solutions to such requests.*

---

2. A senior manager ignores a member of their team /staff and sees this act as a form of punishment e.g. not acknowledging them as they pass in the corridor and ignoring emails.
3. A senior manager is confrontational, argumentative, negative and not supportive. They contradict themselves, are quick to pick up on things that go wrong and do not acknowledge when things go well.
4. A senior manager behaves in a bullying and unprofessional manner, using denigrating language and raises private matters in public places.
5. A senior member of staff using swear words in front of Masters students and other academics, which colleagues find both unprofessional and intimidating.
6. A senior academic treated a female academic in a demeaning manner during a staff meeting. That female staff member has now left.

*The above behaviour is unacceptable and must be challenged when it is witnessed and/or reported to a manager/HR. Our leaders and senior managers must act as role models.*

---

7. Poor communication within a team was not addressed by the manager and led to a breakdown in working relationships.
8. Staff feel bullied by a colleague but do not feel supported by management.

*The above examples can be addressed through training and development.*

---

9. Staff with long term health conditions feel judged by management and experience resentment in relation to the absences.

*We should develop a deeper understanding of and better empathy with staff experiencing long-term health problems. HR will investigate this further and give advice and support to managers with staff who are on long-term sick leave.*

## **Poor and disrespectful behaviour by colleagues**

10. Staff in an office are rude, use bad language, and are generally difficult to deal with.
11. Office politics is damaging the environment - constant rumours and back biting. Talking about people and how they got to their positions. There is a feeling that rules are not applied equally. Personal characteristics are talked about behind peoples back such as speaking loudly, people taking too long breaks and people suggesting each other lies.
12. Offensive nicknames have been given to members of staff behind their backs.
13. Personal negative comments have been made regarding the age of individuals.
14. Local gossip grows into malicious rumours that spread. These seriously affect people's work satisfaction, and have even had a negative knock-on effect on their personal lives.

*This type of poor behaviour is not acceptable and must be challenged. Every member of staff has a responsibility to contribute to a positive work culture. Staff should be respectful of one another, and keep personal issues private. Support and training to enable staff to challenge such behaviour is being developed.*

## **Poor behaviour experienced by post docs and PhD students**

15. Postdocs under undue pressure to do private consultancy work for PIs.

*PIs should not put pressure on their post docs to do private consultancy work for them. Heads have been asked to speak to academic staff regarding this issue.*

---

16. Authors are put under pressure to name academics as co-authors on their research papers where these academics have had no scientific input.

*Guidance on good practice for authorship of research publications has been developed and approved by the Faculty Research Committee and the Faculty Management Committee. It will be shared widely.*

---

17. PIs are making post docs sign a daily attendance register stating the times they come in and leave. This is felt to be oppressive and unnecessary.

*Staff should be trusted and such micro-management is poor practice and demotivates staff. Heads have been asked to ensure this practice does not take place in their departments.*

---

18. PIs losing their temper and shouting at staff when under pressure and stress but apologising afterwards. The PIs in question are at the top of their field and as such are seen as "untouchable" both by themselves and by others.

*No one is "untouchable" and this sort of behaviour is not acceptable. Dealing with stress and pressure will be addressed in training to support managers and PIs. If anyone is suffering from a high level of stress, CiC or Occupational Health should be contacted immediately for support.*

19. Supervisors contacting PhD students over the weekend and telling them they should be studying and not socialising. Some post docs working 24/7 with no social life. Phone calls are made to them late at night by the PI. As the PIs have the power and control over their careers they will do as requested and this behaviour is seen as normal.

*A work life balance is paramount to our well-being and such pressure is not acceptable. Pls need to ensure that the work is arranged so that weekend and late night working is not the norm. That a supervisor had this experience when he or she was a PhD student or post doc is no reason to continue this behaviour.*

---

20. A number of female students have said that the “laddish” banter that takes place between male academics and male students makes them feel excluded.

*Colleagues should reflect on the potential impact that conversations that they hold have on all students present.*

---

21. Sarcastic or jokey remarks made at tutorials, such as saying “really, you can’t do that?”

*Such remarks make some students feel uncomfortable about asking for help. It is important that we provide a cooperative and supportive environment.*