Listen, document, & understand.

If you’re in the thick of it before you can consult with UBC’s experts, then:

**LISTEN**
- invite the individual to tell the complete story
- give your full attention and respect
- avoid judging or labeling
- check perceptions and summarize your understanding—“Here is the essence of what I heard…”

**ASK QUESTIONS**
- including: “What action do you seek from me?”

**TAKE notes**
- date and time
- who was present
- facts of meeting
- sequences
- quotes
- gaps or discrepancies
- your questions

**Set boundaries**
- Confidentiality: if you are required to act on the information you receive, tell them. Explain who you must share the information with, and why. Offer to protect the source only if you are truly able to do so.
- Confessional: if necessary, refer the individual to available resources—EFAP, Counseling Services, Dean’s Office, Coaching Services.

*Never act on a complaint without hearing (at least) two sides of the story.*