



Administrative Procedure: Employee Conflict Management Protocol

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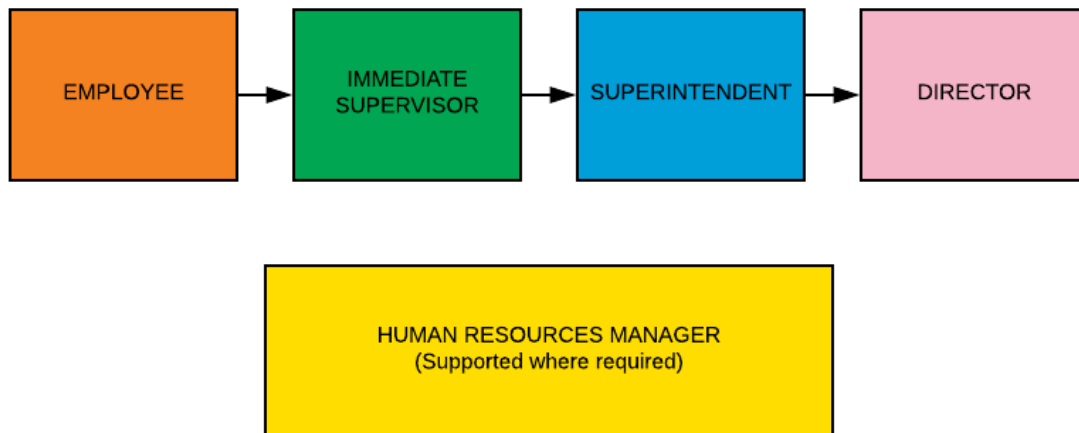
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1.0 Guidelines

- 1.1 Although differences of opinion are considered a normal and natural consequence of human interaction, the Board believes that disagreements and concerns should be brought to a satisfactory conclusion, if a healthy and positive atmosphere is to prevail within the school and the system. The process of resolving conflicts shall be transparent and directed in good faith.
- 1.2 All Board employees will communicate and act in a professional manner.
- 1.3 The Human Resources Manager will be apprised and involved, as required, throughout the conflict management processes. The Human Resources Manager will be involved as a mediator and facilitator between employees involved in conflict. With this in mind, the Board establishes the following protocol.

2.0 Communication Protocol for All Employees

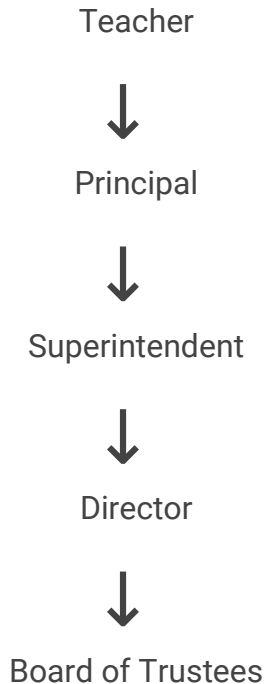
- 2.1 If the issue cannot be resolved at the initial contact level, the concerns should be directed to the next level in written form.



- 2.2 If it becomes apparent that an attempt at a resolution has not occurred at the level where the concern originated, the employee can continue to raise the concern on to further levels outlined in the aforementioned protocol until either resolved or out of options.
- 2.3 If a concern is directly with the Director of Education, and the concern is not resolved at the Director level, Board Trustees will be involved in the resolution. The Director of Education and the Chair of the Board will be contacted in writing by the referent.

3.0 Communication Channels

- 3.1 Although differences of opinion are considered a normal and natural consequence of human interaction, the Board believes that disagreements and concerns should be brought to a satisfactory conclusion, if a healthy and positive atmosphere is to prevail within the school and the system.
- 3.2 With this in mind, the Board establishes the following procedures. For inquiries or expressions of concern, stakeholders are encouraged to contact the personnel involved as outlined on the chart below. (For example, for classroom concerns the initial contact should be with the teacher and for school-wide concerns, the initial contact should be with the Principal.)
- 3.3 If the issue cannot be resolved at the initial contact level, the concerns should be directed to the next level:



- 3.4 If a concern is referred and it becomes apparent that an attempt at a resolution has not occurred at the level where the concern originated, the situation will be referred to the personnel involved so that an attempt at a solution can take place. If the situation is not satisfactorily resolved, the stakeholder can continue to raise the concern at the next level outlined on the chart. The Human Resources Manager may be apprised and involved, as required, throughout the conflict management process.

4.0 Responsibilities

4.1 The Director of Education has responsibility to:

- 4.1.1 Be the chief spokesperson of the school system.
- 4.1.2 Keep Board members fully informed regarding system activities.
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- 4.1.3 Assist Trustees in understanding their role as communication agents for the system.

- 4.1.4 Facilitate the orientation of new Trustees and encourage involvement of all Trustees in professional development activities.
- 4.1.5 Provide support to Principals ensuring that accurate and consistent information is dispensed to the public and staff.
- 4.1.6 Provide the media and school staff with accurate information regarding Board policies and activities.

4.2 Members of the Board of Trustees have responsibility to:

- 4.2.1 Ensure that public statements are based on accurate information and knowledge.
- 4.2.2 Solicit suggestions/opinions of the system from as many sources as possible, when appropriate.
- 4.2.3 Assist in the orientation of new Trustees.
- 4.3.3 Dialogue and receive advice from school councils.
- 4.3.4 Channel information to the Director and/or appropriate Superintendent in order that he/she may identify emerging patterns, concerns and communicate, appropriately.

4.3 The Chairperson of the Board has responsibility to:

- 4.3.1 Exemplify an effective communication agent as a role model for Trustees.
- 4.3.2 Maintain good relations with and act as spokesperson to the media, in conjunction with the Director of Education, on Board-related matters.
- 4.3.3 Assist Trustees in understanding their roles as communication agents for their community and encourage Trustee involvement in positive public relation and faith development activities.

4.4 The Principals have responsibility to:

- 4.4.1 Communicate public awareness of the school's philosophies, policies,

activities and programs.

- 4.4.2 Become knowledgeable and establish a relationship with the school community.
- 4.4.3 Inform and encourage priests and those in religious life to be supportive communication agents.
- 4.4.4 Keep school council members fully informed regarding system and school initiatives.
- 4.4.5 Assist staff and school council members in understanding their role as positive communication agents for the school.
- 4.4.6 Ensure that students' progress is reported to parents on a regular and consistent basis.
- 4.4.7 Publicize activities or events that are appropriate for news coverage.

4.5 It is the responsibility of all employees, trustees and school council members to:

- 4.5.1 Be publicly supportive of Board policies, of the schools' programs and of all staff members.
- 4.5.2 Strive for continuous effective two-way communication.
- 4.5.3 Ensure written contact (ie. brochures, report cards, information letters, bulletins, newsletters, etc.) is of the highest quality.
- 4.5.4 Use discretion when responding to inquiries from the community and channel inquiries and information to the appropriate person.
- 4.5.5 Adhere to Board policy or procedural by-laws when handling matters of complaints and grievances.

4.6 Members of school councils have responsibilities to:

- 4.6.1 Ensure that public statements are based on accurate information and knowledge.

- 4.6.2 Solicit suggestions/opinions of the system from as many sources as possible, when appropriate.
- 4.6.3 Maintain good relations with and act in conjunction with the school Principal on school-related matters.
- 4.6.4 Assist in the orientation of new school council members.
- 4.6.5 Channel information to the school Principal in order that he/she may identify emerging patterns or concerns.
- 4.6.6 Not discuss parent/teacher/student issues and individual situations during the school council meeting.