



## RESOLUTION OF CONFLICT

The board regards conflicts as normally occurring and as opportunities to increase understandings of differences, enhance working relationships and improve individual performance. Collaborative, inclusive, fair and developmental conflict resolution processes are based on the following interpersonal relationship norms:

- Seek to maintain positive group dynamics
- Ensure each person engages fully in all discussions
- Treat others and the views they express with openness and respect
- Take personal responsibility for contributions to discussions
- Support agreed upon group processes

### Expectations

The board has determined the following conflict resolution expectations. These expectations are intended to encourage learning, flexibility and responsiveness, and to avoid procedural rigidity.

#### 1. Understanding

Disagreements present opportunities to seek additional information and create new understandings. Processes need to encourage inquiry, development of new and shared perceptions, and agreement.

#### 2. Timeliness

Conflicts should be addressed as soon as possible and not left unattended to grow and impact unnecessarily on others and the work of the board.

#### 3. Fairness

Processes need to be open and equitable extending opportunities for participation in problem identification and generation of solutions.

#### 4. Focus

Resolution processes and communications need to focus on issues and outcomes not people. The expectation is to build interpersonal relationships and enhance board governance.

#### 5. Respect

Interactions must be characterised by care and regard for the individual, empowerment and appropriate confidentiality.

### Procedure

Board members and the superintendent are encouraged to adhere to the conflict resolution expectations. Board members involved in the conflict, and the superintendent where the conflict involves the superintendent, are expected to adhere to the following conflict resolution steps:

1. Attend to the conflict, disagreement or dispute within seven days of becoming aware of the issue.
2. Address the issue with the individual directly with a view to resolving the matter privately.
3. Where a resolution is not found privately and there continues to be merit in seeking resolution, and except for instances where the conflict involves both the chair and vice-chair, bring the matter to

the attention of the chair or, where the chair is absent or the conflict involves the chair, the vice-chair, who shall:

- 3.1 Within 14 days, take steps personally to inquire about the conflict with each individual involved;
- 3.2 Seek to resolve the conflict in consultation with the individuals involved;
- 3.3 Treat the conflict and information surrounding the conflict confidentially.

In instances where the conflict involves both the chair and vice-chair, step 3 shall not be taken.

4. Where the chair is unable to resolve the conflict, there continues to be merit in seeking resolution, and with the agreement of the involved individuals in respect to timing and external consultant, the chair may engage an external consultant to resolve the conflict.
5. Where the consultant is unable to resolve the conflict within 28 days, there continues to be merit in seeking resolution, and with the agreement of the involved individuals, the chair may bring the conflict to the attention of the board in a confidential meeting or confidential session. The board shall:
  - 5.1 Within 14 days, initiate steps to inquire about the conflict with each individual involved;
  - 5.2 Seek to resolve the conflict in consultation with the individuals involved;
  - 5.3 Treat the conflict and information surrounding the conflict confidentially.
6. Where the board is unable to resolve the conflict within 28 days and there continues to be merit in resolving the conflict the board may, by motion of the board made in a confidential meeting or confidential session, impose a resolution to the conflict. The resolution shall be included in the public report of the board on the confidential meeting or confidential session and the matter shall be closed.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
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