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| Section: | Human Resources |
| Policy: | 4.18 |
| Revised: | April 2023 |
| Approval: | Motion #375 |

4.18 Conflict Resolution

1. Purpose

We believe that a Biblical model for workplace conflict resolution directs us to strive for reconciliation and restoration of relationships. We believe that, as a Christian community, we must be willing to set aside time and resources to bring about resolutions that are not only right, but also practical for everyone involved in a conflict. See below: 6.13. Biblical Principles.

Conflict is inevitable in a workplace where people work from varying goals and responsibility levels. Sometimes conflict escalates quickly to mediation and arbitration. Such times may miss the window of opportunity to bring understanding and reconciliation early on in a dispute. Instead they may escalate the conflict and make it more difficult to resolve and restore relationships. Kootenay Christian Academy desires to work proactively to manage workplace conflict and to prevent its possible negative consequences.

The purpose of this procedure is to outline the steps for workplace conflict or dispute resolution, and failing that, point out the options of facilitation, mediation and arbitration.

2. Persons/Area Affected

This policy and process is designed for anyone in the Kootenay Christian Academy community who is involved in a situation of workplace conflict or dispute with another person/group in the school community, and desires to seek resolution of the conflict. Any conflict related to performance (see Teacher Performance Evaluation policy), community standards (see Community Standards policy), bullying and harassment (see Bullying and Harassment Awareness policy), or safety (see Health and Safety Program policy) must be addressed by the appropriate policies.

3. Policy

The policy of Kootenay Christian Academy is to ensure that all members of the school community must have an opportunity to resolve workplace conflict in an atmosphere of mutual respect. Voicing concerns provides an opportunity for improvement. As much as possible, the Matthew 18 principle should be followed.

4. Responsibilities

A member who is involved in a workplace conflict with another member of the school community, and desires to seek resolution should follow all the options available as outlined in this policy.

5. Procedures

5.1. **Principles:** Workplace conflict resolution in the school will be guided by the following principles:

- 5.1.1. concerns are to always be viewed as an opportunity to improve understanding or to improve school policies and administrative procedures.
- 5.1.2. all concerns are to be treated seriously and every attempt made to resolve them at the appropriate level.
- 5.1.3. regardless of whom the concern deals with, people are to attempt to resolve issues with each other first.
- 5.1.4. concerns are only to be taken to a higher authority if attempts to resolve the issue with each other are not successful.
- 5.1.5. communication is to be open and honest with sincere efforts made to resolve concerns at all levels.
- 5.1.6. individuals may, at any time, request another person to be in attendance with them to advocate on their behalf.

5.2. Goals:

- 5.2.1. reconcile relationships through better understanding of each party's needs, and addressing the current tension in the relationship
- 5.2.2. address differences between the parties
- 5.2.3. participate from an edifying perspective so that the process itself is as comfortable as possible
- 5.2.4. resolve the conflict
- 5.2.5. discuss prevention of future conflict

5.3. Ground Rules:

The parties involved must agree with the following in order for the process to be successful:

- 5.3.1. treat each other respectfully
- 5.3.2. acknowledge that there is a conflict
- 5.3.3. sincerely desire to achieve resolution
- 5.3.4. be willing to work collaboratively
- 5.3.5. be objective in dealing with the issue, and try not to take anything personally
- 5.3.6. suspend judgment

5.4. Steps:

The parties involved in the conflict or a person that they have chosen to assist them in resolving the conflict should proceed with the following steps:

- 5.4.1. Identify the individuals who must be present to resolve the concern.
- 5.4.2. Be prepared and establish a positive environment:
 - 5.4.2.1. establish sufficient and a convenient time for the individuals to meet
 - 5.4.2.2. select a neutral location
 - 5.4.2.3. determine a clear agenda or purpose prior to the meeting
- 5.4.3. Define or identify the concern:
 - 5.4.3.1. Determine what the concern is and what it is not
 - 5.4.3.2. Have all individuals at the meeting state their concerns
 - 5.4.3.3. Check each response for clarification

- 5.4.4. Analyze the problem:
 - 5.4.4.1. obtain as much information as possible about the concern(s)
 - 5.4.4.2. determine what is important to all participants and what they would like to achieve (their interests)
 - 5.4.4.3. attempt to establish common interest
- 5.4.5. Generate and document solution alternatives:
 - 5.4.5.1. accept all suggestions without judging
 - 5.4.5.2. accept alternative means of achieving the result
- 5.4.6. Select a solution:
 - 5.4.6.1. Agree upon and implement the best alternative
 - 5.4.6.2. If there is no consensus, attempt to re-define the concern and brainstorm alternatives again
 - 5.4.6.3. Take a break to reflect and pray before meeting again
- 5.4.7. Assess the solution:
 - 5.4.7.1. Document the solution so it is clear what has been agreed upon, and what the action plan and timeline is
 - 5.4.7.2. Establish a timeframe for review
 - 5.4.7.3. Review the action plan at the agreed-upon time
 - 5.4.7.4. Assess whether the desired result was achieved
- 5.5. **Facilitation Services:** If a workplace concern cannot be resolved through this conflict resolution process, either party involved above can formally involve a third party to facilitate. See the **Facilitation** policy.
- 5.6. **Biblical Principles Regarding Disagreements and Conflicts**
- 5.7. The Biblical model of dealing with disagreements and conflicts emphasizes the need for reconciliation in the context of Christian community and discourages the use of lawsuits and adversarial approaches.

Reconciliation

Matthew 5:23-26

Matthew 6: 12-15

Matthew 18: 15-22

2 Corinthians 5:16-21

Context of Christian community

Romans 12:1-18

Ephesians 4: 15-16

Philippians 2:3-5

Your attitude should be the same as that of Christ Jesus

1 Corinthians 12: 12-27

Lawsuits and Adversarial Approaches

1 Corinthians 6: 1-8

Cross-Reference: See: [Facilitation](#).