

**POLICY ON CONFLICT  
PREVENTION AND RESOLUTION**

<b>Department responsible :</b> General Administration	<b>Approved by :</b> <div style="text-align: center;">_____</div> Director general
<b>Effective date :</b> July 1 <sup>st</sup> 2013	<b>Amended :</b>
<b>References :</b> Policy Against Harassment (ADM-14) <i>An Act respecting access to documents held by public bodies and the protection of personal information (R.S.Q., c. A-2.1) / CC 212-13-63</i>	

**1. PREMISES**

- 1.1 **purpose** This Policy is intended to provide procedural guidance to prevent and resolve conflicts in the workplace and to offer an Alternative Dispute Resolution process to employees to resolve the matter informally. This Policy should also be used in conjunction with the *Policy for preventing and resolving psychological or sexual harassment in the workplace.*
- 1.2 **principle** The School Board is committed to providing a respectful workplace by promoting the prevention and prompt resolution of conflicts. Leaders, managers and supervisors have a particular responsibility for creating and maintaining a positive workplace free of conflict and for responding quickly to problems that arise. Their role can be an important part for achieving this positive working environment.
- Every employee has a right to have any incident or situation dealt with in an expeditious, impartial and sensitive manner and without fear of retaliation. It should be treated as a priority and any resolution process should be done without undue delay.
- 1.3 **core values** This Policy is based on the following Core values:
- sustaining strong Inuit culture
  - respect
  - good communication
  - teamwork
  - responsibility and professionalism
  - high standards



## 2. PROCESS

The following process and its 7 steps is a tool that administrators and other staff members can use to address conflicts. The process for resolution methods represents guidance to users and where such resolution methods are impractical due to operational reasons, the spirit and principles of the process should apply.

2.1 [self-help](#) Early resolution of any conflictual situation is strongly encouraged. Individuals who experience such situations are invited to take their own direct action by communicating their concerns with the other party involved at the earliest possible time. Situations that involve interpretation of interpersonal communications or matters requiring some clarification between persons may be quickly and effectively resolved if the parties take the opportunity to communicate with each other in a confidential and one-on-one setting.

2.2 [7 basic steps](#) If self-help is unsuccessful or inappropriate, then help in resolving the situation may be sought from the immediate supervisor, or someone higher in the chain of command, if the other party is the immediate supervisor.

Supervisors can be instrumental in the resolution of conflicts because of their leadership/managerial experience and their knowledge of the parties and their dynamics.

Once informed of a conflictual situation, the supervisor must meet each party to assess the situation:

The supervisor could then utilize the following 7 basic steps to facilitate the discussion towards resolution between the parties involved:

- 1) Hold a closed-door discussion between people involved;
- 2) Work together towards defining and resolving the problem (get a commitment from the parties);
- 3) Look at the steps (actions) that need to be taken to resolve the conflict (apologies, reparation, etc.);
- 4) Set a deadline to review the situation (Parties decide. Document the decision / keep notes, etc.);
- 5) Rediscuss whether the problem can be resolved in another way;
- 6) Reconfirm mutual commitment (document date and solution);
- 7) Consider other problem-solving solutions or options (document the decision / keep notes).



### 3. OUTCOME

- 3.1 [agreement](#) Closure is an important part of any process in conflict resolution. In cases where supervisor intervention is utilized, closure may include a written agreement between the parties as well as any other appropriate administrative or disciplinary action deemed necessary by the supervisor.

If there is no agreement and the conflict persists, the supervisor must explore other means of support (Ombudsperson, Human Resources department, EAP, Counselling, means outlined in the working conditions, etc.) and all parties have the right to pursue any other appropriate administrative channel (grievance, etc.) or other resolution mechanism.

### 4. FINAL PROVISIONS

- 4.1 [privacy](#) All persons must respect the dignity and privacy of the people involved in conflictual situations by treating all information with discretion. Gossip and rumours can aggravate the situation and increase stress in the workplace.

The supervisor shall inform the parties and all witnesses that while their statements will be treated with sensitivity and discretion, all information provided may be used for any purpose consistent with the process.

The information is also subject to the Act respecting access to documents held by public bodies and the protection of personal information (CQLR, c. A-2.1)

- 4.2 [protection from reprisals](#) No person who requests, initiates or participates in an intervention to resolve a conflictual situation shall be subject to reprisals or denied any rights, privileges or benefits because of such actions.

### 5. APPLICATION OF THIS POLICY

- 5.1 [responsability](#) Any person referred to in this Policy must abide by all its provisions and all managers of the School Board are responsible to ensure that all its provisions are applied and respected.

The Director-General is the person responsible for providing guidance in the interpretation of this Policy and to ensure its revision when necessary.



## **ANNEX A**

### *Summary of the 7 steps process<sup>1</sup>*

<b>Process</b>
<b>1. Hold a closed-door discussion between people involved.</b>
<b>2. Work together towards defining and resolving the problem (get a commitment from the parties).</b>
<b>3. Look at the steps (actions) that need to be taken to resolve the conflict (apologies, reparation, etc.)</b>
<b>4. Set a deadline to review the situation (Parties decide. Document the decision / keep notes, etc.).</b>
<b>5. Re-discuss whether the problem can be resolved in another way</b>
<b>6. Reconfirm mutual commitment (document date and solution)</b>
<b>7. Consider other problem-solving solutions or options (document the decision / keep notes)</b>

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<sup>1</sup> As determined following a workshop with the administrators and elected members.

