



# HR Conflict Management and Grievance Procedure

## 1. Policy Reference

Conflict Management and Grievance Policy

## 2. Relevant Documentation

- 2.1 Staff/volunteer/board handbooks
- 2.2 Student Information
- 2.3 Confidential grievance records
- 2.4 Posters

## 3. Procedure

### Conflict Resolution Process

This document describes a step by step process for managing conflict at Taillem Bend Community Centre Incorporated (TBCC) it should be read in conjunction with the Grievance Resolution Policy and Procedures.

TBCC recognises that conflict is a normal part of interpersonal interaction in the workplace. TBCC also acknowledges that differences and conflict can be an important opportunity for personal and organisational growth if managed constructively.

Staff members, volunteers and participants wanting to find a balance between ignoring conflict on the one hand and venting anger on the other are encouraged to approach conflict from a non-blaming position that values difference and seeks to provide solution, within a supportive framework, for all involved.

### Step One

The first step is based on a one-to-one exchange between the two people involved in the conflict.

The following guide-lines are suggested:

Before you do anything about the conflict you may choose to express your feelings to a person who:

- Understands the situation,
- Can be trusted to be supportive, objective, non-judgemental and confidential, and
- Has no investment in the problem and no strong feeling about the situation.

By expressing your feelings, particularly your anger, you will be better able to be clear about the problem and be in a position to choose to be:

- Calm
- Productive rather than reactive,
- Adult,
- Understanding of each other's perspective, and
- Committed to a problem-solving approach.

Before you begin, gather all the facts about the problem. It can help you to be more objective if you write them down. If your feelings get in the way you may want to document the problem in terms of:

- `I feel`.....
- `The facts are`....
- `What I would like to do`

From your analysis of the problem identify the single most important issue and describe it in behaviours, e.g. do not say `X annoys me`, but rather `when x enters the room and does not acknowledge my presence I feel annoyed`, I would like X to acknowledge my presence by looking at me, smiling and saying hello`.

Once you are clear about the problem and the behaviours then ask the person to meet with you. You might find it helpful for both parties to meet on neutral ground.

At this meeting the idea is to:

- Listen actively to each other's point of view, letting each person have their say and accepting their view of the problem. Take your time with this step.
- Mutually agree that there is a problem and make a commitment to working it out,
- Reach some agreement about the nature of the problem,
- Decide on a course of action, within a specified time frame.

It is important that the outcome is a solution that is acceptable to both parties. The solution will include each person offering to make changes that will lead to the problem being managed. The action plan might include the following;

- Who will be involved and who will do what,
- By when
- To what degree of success,
- The rewards for positive change and the consequences if the agreement is broken.

Finally it is useful if you arrange another meeting to review progress. This will be useful if further action need to be taken.

If the situation **cannot be resolved** informally then the following **Grievance** flow chart will be implemented:

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<b>Dates approved by Board</b>	V1 V2	12/09/2005 June 2016
<b>Next Review Date</b>	June 2019	
<b>Related Documents</b>	HR Equal Opportunity Strategy Privacy and Confidentiality Policy Duty of Care Policy HR Conflict Management and Grievance Strategy HR Conflict Management and Grievance Procedure Flow Chart	
<b>Signed on behalf of TBCC Board of Management by:</b>		
<b>Name:</b> Lorraine Cresp		
<b>Position held:</b> Chairperson		<b>Signature:</b> 

