


<b>MANUAL: BOARD POLICY MANUAL</b>	<b>INDEX I.D.: A.6</b>
<b>SECTION: GENERAL</b>	<b>PAGE NO. 1 OF 3</b>
<b>TITLE: CONFLICT RESOLUTION</b>	<b>ORIGINAL:</b>
<b>APPROVAL:</b>  <b>BOARD CHAIR</b>	<b>AMENDED: JANUARY 25, 2017</b>

**A.6.1. Policy Statement**

Lumacare is committed to sustaining a positive Board environment in which Board Members work constructively together.

Board Members who are experiencing a Board/Agency related conflict or have a complaint are encouraged to resolve it through informal measures wherever possible. In circumstances where informal conflict resolution is not effective, the conflict resolution process outlined in this policy will prevail.

**A.6.2. Purpose**

The conflict resolution policy and processes have been established as a means of ensuring that conflicts which arise in the workplace are resolved as quickly as possible, and in the most fair and objective manner possible.

**A.6.3. Scope**

This policy applies to all Board Members, ex officio Board Members, and non-Board members of committees.

**A.6.4. Procedure**

Note: Although not required, Board Members are encouraged to follow the informal approach to conflict resolution prior to making a formal complaint.

**A.6.4.1. Informal Conflict Resolution and Complaint Process**

Informal conflict resolution is a commitment to attempt to settle the differences of Board Member(s) focusing on basic interests, and then developing mutually satisfying options, while acknowledging the respective rights and responsibilities of those involved. This process allows for open discussion of disputes without retaliation. It is both the right and the responsibility of individuals involved in a conflict situation to attempt to resolve conflict on an informal basis.

1. Board Members who are experiencing a Board/Agency- related conflict or who have a complaint should first attempt to discuss the matter first with the individual themselves, in an effort to arrive at a mutually beneficial solution. Where that is unsuccessful, the Board Member(s) should discuss the matter with the Board Chair.
2. The Board Chair will analyze the merits of the complaint, and if provided, the conflict resolution request, and within two (2) working days, will meet with the Board Member(s) to inform him or her of a proposed plan of action. This meeting may take place face-to-face or via teleconference.
3. If the informal resolution process is not successful, the matter will escalate to the formal conflict resolution and complaint process.

#### **A.6.4.2. Formal Conflict Resolution and Complaint Process**

It is the intent of Lumacare to encourage and facilitate informal resolution of Board Member complaints. However, when differences in views cannot be resolved through discussions with the Board Chair informally, the Board provides a formal review procedure as part of the resolution process.

1. Board Members who have a complaint or require intervention in relation to a Board/Agency-related conflict and wish to initiate the formal conflict resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to the Board Chair.
2. The Board Chair will investigate the merits of the conflict resolution request or complaint.
3. Within five (5) working days of receiving the conflict resolution request or complaint, the Board Chair will complete the investigation and prepare a written response with a detailed plan of action. The Board Chair will forward a copy of the response along with a request that the Board Members involved, confirm in writing, that he or she has received the reply, and whether they accept or reject the Board Chair's recommended plan of action.
4. If the Board Member(s) agree with the recommended plan of action, the Board Chair will send a copy of the acceptance of the plan to the Executive Director for inclusion in the Board Member's file.
5. If the Board Chair's written plan of action is not considered acceptable by the parties involved, then an external mediator will be hired to investigate the conflict or complaint. All documentation related to the matter will be forwarded

to that mediator for review. The written recommendation by the mediator will be binding for all parties involved.

#### **A.6.4.3. Roles and Responsibilities**

Board Members are responsible for conducting themselves in a mature, professional manner throughout the course of the conflict resolution, at all times adhering to the expectations outlined in policy A.5., Respect in the Boardroom.

Board Members are expected to continue to work together, maintaining professional interaction in the delivery of the expectations of their role throughout the process of conflict resolution, and thereafter.

Board Members are responsible for abiding by the decision and recommendations made as a result of the outcome of the conflict resolution process.

#### **A.6.6. Related Policies**

*Board Policy Manual:*

A.1 Code of Conduct

A.5 Respect in the Boardroom

*Lumacare Personnel Policy and Procedure Manual*

G.8 Conflict Resolution

