



CROW FM INTERNAL CONFLICT POLICY AND PROCEDURE

Purpose

Problems, misunderstandings and frustrations may arise in the workplace. It is CROW FM'S intent to be responsive to its volunteers and staff and their concerns. Therefore, a volunteer or staff member who is confronted with a problem may utilise the guidelines described below to resolve or clarify his or her concerns.

The purpose of this policy is to provide an effective and consistently applied method to present workplace concerns to management and have those concerns internally resolved.

Procedures

Step 1: Discussion with Management

- a. Initially, volunteers/staff should bring their concerns or complaints to their immediate manager's attention. If the complaint involves the volunteer/staff manager, the volunteer/staff should schedule an appointment with that manager to discuss the problem that gave rise to the complaint within five working days of the date the incident occurring.*
- b. The manager should respond to the complaint within five days of the meeting held with the complainant volunteer/staff.*

Step 2: Written complaint and decision

- a. *If the discussion with the immediate manager does not resolve the problem to the mutual satisfaction of the volunteer/staff and the manager, or if the manager does not respond to the complaint, the volunteer/staff may submit a written complaint to the CROW FM Board Chairman.*

The submission of the written complaint is due within five working days of the response from the Manager.

The complaint should include:

- *The problem and the date when the incident occurred.*
 - *Suggestions on ways to resolve the problem.*
 - *A copy of the immediate manager's written response or a summary of his or her verbal response and the date when the volunteer/staff met with the immediate manager. If the manager provided no response, the complaint should state this.*
- b. *Upon receipt of the formal complaint, the Board Chairman must schedule a meeting with the employee within five working days to discuss the complaint. Within approximately five working days after the discussion, the Board Chairman should issue a decision in writing to the volunteer/staff filing the complaint.*

Step 3: Appeal of decision

- a. *If the volunteer/staff is dissatisfied with the decision of the Board Chairman, the volunteer/staff may, within five working days, appeal this decision in writing to the Board of Directors.*
- b. *The Board of Directors may call a meeting with the parties directly involved to facilitate a resolution. Or the Board of Directors may refer the complaint to an outside body should the nature of the complaint be of a type that it is deemed could breach Australian Criminal Law.*

Step 4: Resolution

If an volunteer/staff fails to appeal from one level to the next level of this procedure within the time limits set forth above, the problem should be considered settled on the basis of the last decision, and the problem should not be subject to further consideration.

Because problems are best resolved on an individual basis, the conflict resolution procedure may be initiated only by individual employees and not by groups of employees. All complaints must be made in good faith.

CROW FM reserves the right to impose appropriate disciplinary action for any conduct it considers to be in breach inappropriate. The circumstances of each situation may differ, and the level of disciplinary action may also vary, depending on factors such as the nature of the offense, whether it is repeated, the volunteer/staff work record and the impact of the conduct on the organization. These can include suspension and for major breaches termination in accordance with State and Federal Industrial Legislation.

No CROW FM volunteer/staff will be subject to retaliation for filing a complaint under this policy.

SUPPORT DOCUMENTS TO HELP BETTER UNDERSTAND INTERNAL CONFLICT

Six skills of Conflict Resolution

1. The Win/Win Approach

In problem solving we aim to design solutions that work for both parties. The first step is to understand the underlying needs for each party. Frequently this is for security and recognition. Where a Win/Lose approach is the causes of a limited view or options we need a new look at situations. We need to create an environment of cooperation and possibilities for mutual gain.

- * What is my real need here? What is theirs?*
- * Do I want it to work for both of us?*

2. The Creative Response

Each situation can be an opportunity for interaction and communication, which might never have occurred before. We are encouraged to move beyond blame and shame, right and wrong and into possibilities which present realities. Where there is a severe negative approach and limited sense of possibility we need a creative response.

What opportunities can this situation bring?

3. Empathy

Seeing and understanding the other person's point of view can be limited when there is ignorance of, or difficulty is experienced in hearing or accepting, different values, beliefs and perspectives. This can lead to assumptions about the behaviour and motives of others.

In determining the motives behind apparently uncaring behaviour of other people we need to ask:

- * What is it like to be in their shoes?*
- * What are they trying to say?*
- * Have I really heard them?*
- * Do they know I'm listening?*
- * Have we really understood their dilemmas?*

4. Appropriate Assertiveness

Where passive, fearful, resentful responses are present, or where aggressive judgements are being presented it is helpful to know your needs and rights and how to state them clearly.

- * What do I need to change?*
- * How will I tell them this without blaming or attacking?*
- * How will we tell them of our needs without eliciting a defensive response?*

- * Is this a statement about how I feel, rather than what is right or wrong?*
- * How can we be soft on the people and hard on the problem?*

5. Cooperative Power

Mutual cooperation builds root level security and trust. The appropriate response in our times is a new dynamic cooperation. This response is applicable to individuals and organisations where disempowerment occurs. The difference is between power over someone else and power with someone else.

- * Am I using power inappropriately? Are they?*
- * Instead of opposing each other, can we look for common areas of cooperation?*

6. Willingness to Resolve

This fundamental prerequisite needs to be examined. If this willingness can be created, solutions will be found. If it is impossible to create this willingness, chances are there is a secondary gain in not solving this problem.

- * Should the secondary gain be addressed in some more appropriate manner?*
- * What can I do to help them and myself be more willing to resolve?*
- * Is resentment preventing successful negotiation?*

CROW FM BOARD OF MANAGEMENT



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