

Conflict Transformation Process Among Staff & Supervisor

Revised 2/26/2021 – FINAL

ASCU is committed to fostering an open and collaborative work environment amongst members of the staff. We recognize that there may be conflicts between co-workers that may arise from time to time, and that such conflicts may not rise to the level of prohibited behaviors as outlined in the Personnel Policy Guide (Amended December 11, 2019). The recommendations below are NOT intended to supersede the Complaints and Grievances section of the Personnel Policy Guide, but are intended to provide staff with supplemental tools to stay in right relationship. We are guided by our Staff Covenant and will refer to them for our deliberations.

This document outlines the policy and procedure of “how” we address conflict with another staff member and/or with our supervisor. However, it is not finished. In the spirit of our values, the 8th Principle and our staff covenant, our next step will be to develop a process for creative conflict transformation – that is the “how” we engage in creative conflict transformation.

Recommendations for Conflict Transformation with Another Staff member:

1. Because we value one another as colleagues, we encourage direct communication as the first and best way to resolve conflict.
2. If you find it too difficult to have an in-person or Zoom call with your colleague, you are encouraged to discuss the matter with your supervisor to process your feelings and to discuss the next steps. Your supervisor may serve as a facilitator between you and your colleague. An alternative would be that you and your colleague agree upon a neutral third party to serve as a facilitator.
3. If steps 1 and 2 do not result in conflict transformation, you may file a formal written complaint with your supervisor. Once the complaint is received, your supervisor will first follow the steps for Facilitated Early Resolution as outlined in the Personnel Policy Guide (Amended 12.11.2020). If your supervisor determines that early resolution is inappropriate, a formal investigation may be initiated.
4. Your supervisor shall keep these conversations confidential.

Recommendations for Conflict Transformation with a Supervisor

1. Because we hold one another accountable for being in right relationship, we encourage direct communication as the first and best way to transform conflict.
2. However, because we recognize that a supervisor and staff member are not in a co-equal relationship, an employee may not feel comfortable speaking directly to a supervisor. The next step in this process would be to solicit the assistance of a neutral facilitator. The facilitator may be the non-supervisory member of the Executive Team or may be a person for whom both supervisor and staff member find mutually agreeable.
3. The desired outcome of steps 1 & 2 is that the supervisor and staff member find resolution for the concern and trust is re-established.
5. If steps 1-2 do not result in resolution of the conflict, the staff member may file a formal written complaint with the non-supervising members of the Executive Team. At such time, that member of the Executive Team will first follow the steps for Facilitated Early Resolution as outlined in the Personnel Policy Guide (Amended 12.11.2020). If your supervisor determines that early resolution is inappropriate, a formal investigation may be initiated.
6. The non-supervising member of the Executive Team shall report the outcome of the conflict resolution process in their monthly Board Report. Any information that would reveal confidential information shall be omitted from the report.
7. If outside mediation is required, the Executive Director / Supervisor in consultation with the aggrieved parties, may enlist the help of a professional mediator or UUA/UUMA Good Officer. The cost of mediation will be paid for by the church. To avoid conflict of interest, the mediator should be a neutral party who is not a member of, or intimately involved with, All Souls.