

DAMBAI COLLEGE OF EDUCATION



CONFLICT RESOLUTION AND MANAGEMENT POLICY

DACE/CRMP001/2020

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CONFLICT RESOLUTION AND MANAGEMENT POLICY

DACE/CRMP001/2020

1. INTRODUCTION

The Dambai College of Education (DACE) is committed to the appropriate, respectful and formal resolution of all conflicts where possible; and to promoting an environment, free from discrimination and harassment, including sexual harassment based on the protective characteristics as contained in National Council for Tertiary Education (NCTE) and DACE Sexual Harassment Policy Documents. Such discrimination and harassment undermine the mission and vision of the College by discouraging individuals from fully participating in academic and professional work. Not only do discrimination and harassment negate the principles of the College life, but also they are against the law and will not be condoned and connived at DACE. It is the responsibility of all members of the College Community to contribute to a respectful working and studying environment.

2. POLICY STATEMENT

This policy is committed to ensuring that both staff and student teachers have a conducive working and learning environment towards the realisation of the College's vision and mission. For the realisation of this policy document, the College shall undertake the following:

- a. establish Conflict Management and Resolution Committee to formally address grievances. The Conflict Management and Resolution Committee shall comprise the Vice Principal as the Chairman; all Heads of Departments including the Guidance and Counselling Co-ordinator of the College; student teachers' representatives (a male and female) and the staff secretary as members. An ex-officio member who should not be a member of the College community be included on the committee.
- b. encourage staff and student teachers to use dialogue to resolve differences among themselves as first step.
- c. encourage direct communication between management and employees to promptly resolve workplace concerns.

- d. expose staff and student teachers to both informal and formal resolution options with the latter resolution option being the last.

3. SCOPE/APPLICATION

This policy shall apply to all members of the College Community including staff and their families, student teachers, contractors and suppliers, casual workers and other stakeholders of the College.

4. PURPOSE/OBJECTIVES

Effective Conflict Management and Resolution systems can contribute to an effective high-performance at workplace by improving staff involvement, morale, and productivity. In order to maintain and promote a fair and productive work environment for all staff and student teachers, the College encourages speedy resolution of conflicts to promote peaceful co-existence at workplace. The College recognises that credible and objective mechanisms shall help to facilitate the management and resolution of conflict situations among staff, student teachers, staff and student teachers. This policy is to ensure smooth realisation of its vision and mission.

The objectives of the policy are to:

- a. ensure that both staff and student teachers have credible conflict management and resolution structures at their disposal.
- b. encourage staff, student teachers other College community members to develop and/unearth their personal conflict resolution skills to be able to handle conflict within their basic units.
- c. ensure smooth and quick resolution of conflict situations should they arise.
- d. create a lively and attractive working and learning environment for both staff and student teachers.

5. SUPPORTING PROCEDURES

A. Grievances Principles

The following principles shall be considered in resolving conflict:

- i. promptly resolution of conflict.

- ii. Confidentiality in conflict resolution.
- iii. Use of established procedures in conflict resolution.

B. Grievances Procedures

The following procedures shall be followed in resolving grievance:

- i. at first, parties involved are encourage to resolve grievances among themselves.
- ii. where parties are unable to resolve their issue, they may report it to a senior member in their department for resolution.
- iii. in case the above approach fails to address the issue to the satisfaction of any of the parties involved, the complainer may activate formal processes of the conflict resolution by reporting the matter to the Principal.

Procedure for formal complaints

- i. the staff member or the student teacher shall write to the Principal to lodge formal complaint.
- ii. written grievances of the complainant should outline clearly the basis of the grievances with evidence specifying the remedies sought, and indicate what might be a reasonable outcome.

C. Grievance Meeting

- i. management shall set up Grievance Committee to look into the case.
- ii. the committee membership will vary depending upon the detail of the grievance and the seniority of the staff involved. The Chairperson of the committee shall be a more senior position holder than the named respondent to the grievance.
- iii. the complainant raising the grievance will be given the opportunity at the meeting to explain the grievance and how he/she thinks it should be resolved.
- iv. the Chair of the committee shall usually provide the complainant with minutes of any investigatory meetings and invite comments on these before the investigation is concluded. The complainant will be provided with a copy of the final investigation report prior to the grievance meeting.

- v. where the grievance is wholly or partly against another member of staff/student teacher(s), this individual will be provided with the minutes of the meetings and all accepted evidence notwithstanding the confidentiality of the matter.
- vi. the Chairperson of the committee shall prepare a report summarising the nature of the grievance, the investigation (where applicable), the decision and the reasons for the decision, and any recommendation considered appropriate.
- vii. outcomes will be communicated in writing to the complainant without unreasonable delay.

D. Procedures for Appeal

- i. complainant intending to appeal against the decision of a grievance must do so promptly, usually within fourteen (14) working days of receipt of the written outcome letter.
- ii. the intention to appeal should be communicated in writing, stating the grounds upon which the appeal is based. Grounds for appeal might be the process or outcome.
- iii. the appeal may be chaired by the anybody designated to do so. The appeal shall be considered within fourteen (14) working days of receipt of the application.
- iv. at the appeal meeting, the documentary evidence made available at the original meeting will as well be made available for reference purposes. As the purpose of the appeal is not a reconsideration of all matters, it is the responsibility of the complainant to state their grievances and bring to the attention of the committee all relevant documentary evidence that should be considered.
- v. based on the appeal case presented and the associated evidence, the appeal committee may either: uphold the grounds for appeal, reject the grounds for appeal, or require a further grievance meeting to reconsider the whole or part of the case.
- vi. where a full or partial reconsideration of the case is required, the appeal committee may undertake this should the committee deem it appropriate.
- vii. the committee will have the discretion to dismiss the appeal if it is considered to be trivial, vexatious or obviously without merit.
- viii. the complainant will be informed in writing of the appeal outcome usually within seven (7) working days of the appeal meeting. If the timescales are to be longer, this will be communicated.
- ix. where the case is reconsidered, an appeal of the subsequent decision would be permissible.

- x. the appeal committee's decision is final.

6. INCLUSION RESPONSIVE STATEMENT

All provisions made by this policy shall apply to all manner of persons considered stakeholders of the College irrespective of their gender, ethnicity, religion, social status, ability and cultural background and affiliations in such a manner that no act of discrimination is promoted under any circumstance in any engagement of the College.

7. RESPONSIBILITY FOR IMPLEMENTATION

- a. The Principal
- b. The Academic Board

8. RESPONSIBILITY FOR MONITORING

- a. The Principal
- b. The Academic Board

9. KEY STAKEHOLDERS

- a. The College Governing Council
- b. The Academic Board
- c. The Staff
- d. The Colleges of Education Teachers Association of Ghana (CETAG)
- e. The Colleges of Education Non-Teaching Staff Association of Ghana (CENTSAG)

10. STATUS

Approved

11. INITIATING BODY

The College Management

12. SPONSOR

The College Principal

17. AUTHOR

The College Principal

10. APPROVAL BODY

The College Governing Council

14. EFFECTIVE DATE

16th September, 2020

15. REVIEW DATE

2023

16. RELATED LEGISLATION

Colleges of Education Act, 2012 (Act 847)

17. RELATED POLICY

- a. Harmonized Statutes for Colleges of Education, Ghana
- b. Harmonized Conditions of Service for Colleges of Education, Ghana
- c. Staff Disciplinary Policy
- d. Student Disciplinary Policy

18. FURTHER INFORMATION

For further information or enquiries regarding this policy, please contact the following:

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19. DEFINITION OF TERMS

Conflict Management: The practice of recognising and dealing with disputes in a rational, balanced and effective way.

Conflict Resolution: a process of resolving dispute(s) or disagreement by reconciling opposing arguments in a manner that promotes and protects the human rights of all parties concerned.