



BOARD MEMORANDUM

For information.

Background:

Focused and effective communication is an interest-based dispute resolution approach for dealing with communication and challenges between internal and external stakeholders. Administration has conducted a review of AP717 – Healthy Interactions *Program* and has replaced it with a new Administrative Procedure - AP221 - Focused and Effective Communication. AP221 clearly defines the process for open communication and dispute resolution in Sturgeon Public Schools. Along with AP221 -Focused and Effective Communication, administraton has created two (2) flow charts to clearly outline the steps of the Focused and Effective Communication process for external stakeholders and internal Sturgeon Public Employees.

Administration is prepared to respond to questions at the March 23, 2022, Public Board meeting.

Sincerely,

Shawna Walter, M.Ed Acting Superintendent

Attachment





AP – SCHOOL BOARD GOVERNANCE AND OPERATIONS – 221 AP221 Focused and Effective Communication



Date: March 23, 2022:

Responsible Administrator: Associate Superintendent Human Resources

PURPOSE

To maintain safe, caring, healthy and respectful learning and working environments, open communication between all parties is essential. The success of all students is the guiding principle for all dispute resolution at the school and division level.

When differences of opinion occur, the most effective method to achieve resolution is direct communication between the parties involved. It is in the best interest of all parties to resolve disputes respectfully and in a timely manner. This procedure establishes the Division's process for open communication and dispute resolution.

PROCESS

The Associate Superintendent, Human Resources, will be responsible to maintain this procedure.

PROCEDURE

- 1. Individuals are expected to address their concerns in person or in writing to the person(s) involved.
- 2. In Central Office,

2.1 managers and supervisors are responsible for encouraging staff to mutually resolve issues with stakeholders and colleagues.

- 3. At a school site:
 - 3.1 administrators are responsible for encouraging staff to mutually resolve issues with stakeholders and colleagues.
 - 3.2 classroom teachers and school administrators are best situated to resolve disputes and concerns.
- 4. Direct communication and resolution are preferable, however, the situation may be dealt with through administrative review if:
 - 4.1 the concern or complaint process does not result in a satisfactory conclusion or a plan of action, or
 - 4.2 one of the parties refuses to take part in the resolution, or

References: Policies: 221 - Role of the Trustee 245 - Appeals 700 - Superintendent of Schools Appendix A: Flow Chart for Focused and Effective Communication – External Stakeholders Appendix B: Flow Chart for Focused and Effective Communication – Internal SPS Employees

AP – SCHOOL BOARD GOVERNANCE AND OPERATIONS – 221 AP221 Focused and Effective Communication



Date: March 23, 2022:

Responsible Administrator: Associate Superintendent Human Resources

- 4.3 the supervisor/administrator does not feel the resolution process is appropriate for the situation.
- 5. Begin by identifying the parties most directly involved or impacted by the dispute.
 - 5.1 Dispute resolutions involving classroom matters:
 - 5.1.1 shall be discussed directly with the teacher or staff member.
 - 5.1.2 which remain unresolved through the resolution process may be elevated to school administration.
 - 5.2 Dispute resolution involving school matters:
 - 5.2.1 shall be discussed with the school administrator.
 - 5.2.2 which remain unresolved through the resolution process may be elevated to the Office of the Superintendent.
 - 5.3 Dispute resolution involving Central Office matters:
 - 5.3.1 shall start with the parties directly involved.
 - 5.3.2 which remain unresolved through the resolution process may be elevated to the direct supervisor.
 - 5.3.3 which the direct supervisor is unable to achieve resolution then the issue may be elevated to the Senior Administrator assigned to the department.
 - 6. Resolution processes will not be elevated to a higher level unless both parties have met in person, attempted resolution of the issue and have detailed documentation of such meetings. Should the issue remain unresolved after completion of these steps the issue may be elevated to a higher level.
 - 7. A Trustee, upon receiving an inquiry, will inform the Superintendent who shall address the complaint using the process outlined.
 - 8. The Office of the Superintendent may involve individuals to assist with dispute resolution, at the school level.
- References: Policies: 221 Role of the Trustee 245 - Appeals 700 - Superintendent of Schools Appendix A: Flow Chart for Focused and Effective Communication – External Stakeholders Appendix B: Flow Chart for Focused and Effective Communication – Internal SPS Employees





Date: March 23, 2022:

Responsible Administrator: Associate Superintendent Human Resources

PROCESS FOR APPEAL

9. Board Policy 245: Appeals outlines the Board's Process for Appeals.

References: Policies: 221 - Role of the Trustee 245 - Appeals 700 - Superintendent of Schools Appendix A: Flow Chart for Focused and Effective Communication – External Stakeholders Appendix B: Flow Chart for Focused and Effective Communication – Internal SPS Employees

AP 221 – Dispute Resolution and Communication

Appendix A Flow Chart for Focused and Effective Communication - External Stakeholders

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TEACHER

First, talk to your child's teacher or a counselor at the school for assistance. Most concerns are resolved at the classroom level.

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VICE PRINCIPAL

If the concern is not resolved at the classroom level, please visit with your child's vice principal.

Focused and Effective Communication

Sturgeon Public Schools believes that the quickest and most effective way to resolve a concern regarding your child is to address it at the most direct level.

PRINCIPAL

If working with the VP does not adequately address the concern, please meet with the school principal.

DEPUTY SUPERINTENDENT, EDUCATION SERVICES

If the concern persists, please call and speak with the Deputy Superintendent.

SUPERINTENDENT

If, after following steps one through four, your concern has not been addressed to your satisfaction, please conact the Superintendent's Office.



Appendix B Flow Chart for Focused and Effective Communication - Internal SPS Employees

STAFF MEMBER

Identify the issue and then speak to the staff member directly involved. Most concerns can be resolved with honest and focused communication.

VICE PRINCIPAL

If the concern cannot be resolved, let the staff member know that you are asking the Vice Principal for guidance.

Focused and Effective Communication

Sturgeon Public Schools believes that the quickest and most effective way to resolve a concern is to address it at the most direct level.

PRINCIPAL

If working with the Vice Principal does not address the concern, let the staff member know that you are meeting with the Principal.

ASSOCIATE SUPERINTENDENT, HUMAN RESOURCES

If the concern cannot be addressed at the school level, let the staff member know you are contacting the Associate Superintendent, Human Resources.

SUPERINTENDENT

If, after following steps one through four, the concern has not been addressed or resolved, contact the Superintendent.

*Members of the Alberta Teachers' Association are reminded to follow the Code of Professional Conduct when addressing concerns with ATA members.





AP – SCHOOL BOARD GOVERNANCE AND OPERATIONS – 221 AP221-Focused and Effective Communication – Dispute Resolution and Communication

Sturgeon Public Schools

Date: January XX, 2022:

PURPOSE

Responsible Administrator: Associate Superintendent People ServicesHuman Resources

To maintain <u>a</u> safe, caring, <u>healthy</u> and respectful learning and working environments, open communication between all parties is essential. The success of all students is the guiding principle for all dispute resolution at the school and division level.

When differences of opinion occur, the most effective method to achieve resolution is direct communication between the parties involved. It is in the best interest of all parties to resolve disputes respectfully and in a timely manner. This procedure establishes the Division's process for open communication and dispute resolution.

PROCESS

The Associate Superintendent, People Services Human Resources, will be responsible to maintain thise this procedure.

PROCEDURE

- 1. Individuals are expected to address their concerns in person or in writing to the person(s) or persons involved.
- 2. In Central Office,
 - 2.1 managers and supervisors are responsible for encouraging staff to mutually resolve issues with stakeholders and colleagues.
- 3. At a school sites:
 - **3.1** administrators are responsible for encouraging staff to mutually resolve issues with stakeholders and colleagues.
 - 3.2 classroom teachers and school administrators are best situated to resolve disputes and concerns.
- <u>4.</u> Direct communication and resolution is preferable: however, when the concern or complaint process does not result in a satisfactory conclusion or plan of action, or when one of the parties refuses to take part in the resolution, or when the supervisor/administrator does not feel the

 References:
 Policy 221: Role of the Trustee

 Policy 245: Appeals

 Policy 700: Superintendent of Schools

 Appendix: Flow Chart for Focused and Effective Communication



AP – SCHOOL BOARD GOVERNANCE AND OPERATIONS – 221 AP221-Focused and Effective Communication–Dispute Resolution and Communication

Sturgeon Public Schools

Date: January XX, 2022:

Responsible Administrator: Associate Superintendent People ServicesHuman Resources

resolution process is appropriate for the situation, they may choose to deal with the situation through an administrative review.

Classroom teachers and school administrators are best situated to resolve disputes and concerns. 4.

5. Begin by identifying the parties most directly involved or impacted by the dispute.

5.1 _Disputes resolutions involving classroom matters:-

- 5.1.1 <u>mMatters</u> shall be discussed directly with the teacher or staff member.
- 5.1.2 <u>ilf the matter which remain is</u> unresolved <u>through the resolution process</u> may be elevated to school administration, <u>either the Vice Principal or the Principal.</u>
- <u>5</u>3.2 _Dispute resolution involving school matters <u>willshall</u> start with school administration_, either the Vice Principal or the Principal.
 - <u>5</u>3.2.1 <u>Matters willshall</u>shall be discussed with the school administrator.
 - <u>5.3.2.2 If the matter is which remain</u> unresolved <u>through</u> the resolution process may be elevated to the Office of the Superintendent.
- 4<u>5</u>.3 Dispute resolution involving Central Office matters:
 - 5.3.1 shall start with the parties directly involved.
 - 4<u>5</u>.3.1<u>2</u> If resolution between the parties cannot be achieved then the issue maywhich remain unresolved through the resolution process may be elevated to the direct supervisor.
 - 4<u>5</u>.3.2<u>3</u> If the direct supervisor is unable to achieve resolution then the issue may be elevated to the Senior Administrator assigned to the department.
- 6. Resolution processes will not be elevated to a higher level unless both parties have met in person, to attempted resolution of the issue and the issue remains unsolved after <u>have</u> detailed documented ation of such meetings. attempts to do so. Should the issue remain unresolved after <u>completion of these steps the issue may be elevated to a higher level.</u>

4.

- A Trustee, upon receiving an inquiry, will inform the Superintendent who shall address the complaint using the process outlined.
- 5.0 Classroom togehore and school administrators are best situated to resolve disputes and
- Policy 221: Role of the Trustee

 Policy 245: Appeals

 Policy 700: Superintendent of Schools

 Appendix: Flow Chart for Focused and Effective Communication

AP – SCHOOL BOARD GOVERNANCE AND OPERATIONS – 221 AP221-Focused and Effective Communication–Dispute Resolution and Communication



Sturgeon Public Schools

Date: January XX, 2022:

Responsible Administrator: Associate Superintendent People ServicesHuman Resources

 References:
 Policy 221: Role of the Trustee

 Policy 245: Appeals
 Policy 700: Superintendent of Schools

 Appendix: Flow Chart for Focused and Effective Communication