**CONFLICT**

*Can often be resolved through open, direct and respectful communications.*

Problems and Conflict can arise between:

Adult member, Girl member, Non Member volunteer, Parent

* Good judgment is required in handling every situation

Action needed by **ACL**:

Resolving Problems (2.3 p 10)

Conflict Mgmt (3.1 p14)

* Try to keep it at this level
* Gather facts

Options:

* Let it Go – not critical to resolve
* Resolve it – it’s getting in the way of delivering a great program

How?

* Active listening
* Analyze the facts
* Verify action steps
* Implement solution

Need More Help?

ACL Advisor

Mediation (3.2 p15)

Still unresolved or beginning to escalate?

Answer the following questions:

* Is the action illegal?
* Does the action pose a physical or emotional risk to a member?
* Is the action contrary to either the Promise, Law, or Code of Conduct?
* Is the action contrary to the policies or procedures in Safe Guide, GGC Governance Policy or Guiding Essential?

If the answer to any of the questions above is:

**No = likely a Performance Management Issue**

**Yes = likely a Conduct Issue**

**PERFORMANCE MANAGEMENT**

*More serious than a conflict. Can generally be dealt with through informal processes such as coaching or mentoring, or for more serious issues a performance improvement plan.*

Issue is related to performance rather than conduct:

* Inappropriate game or craft
* Not covering the badge work
* Lack of planning for meetings…

OPTIONS to resolve are dependent on the issue and **ACL, ACL Advisor, Community Guider, or other member** may be best suited to deliver the support needed.

Coaching (4.1 p16)

* Someone may need more orientation, training, or support
* Person wants to change and the coach can help
* Clarify expectations or goals and give feedback on progress

Mentoring (4.2 p17)

* Mentor is a teaching role & member is in a learning role
* Best to be an experienced and trusted member in the same role or position in Guiding
* Individual and Mentor take ownership of the progress

Position Change (4.3 p 18)

* Member is unable to fulfill her responsibilities due to circumstance changes
* Sometimes good people are simply in the wrong role

Temporary Leave (4.4 p19)

* Member may need to temporarily relieve herself of her position for a specified period (voluntary)

Performance Improvement Plan (4.5 p 20)

* Written agreement between member & ACL with steps to resolve performance issue (template p37)
* Change in behaviour or practices is necessary
* PIP must be specific, measurable and time bound.

**Performance issues not dealt with appropriately and in a timely manner may escalate to Conduct issues.**

**CONDUCT ISSUES**

*Behavior that is inappropriate and contravenes the Code of Conduct or GGC policies and procedures, intends to harm others or property, purposefully escalates a conflict, demonstrates a lack of integrity, unethical, illegal. Requires an investigation and corrective action.*

Authority to Resolve Issues (2.5 p13)

Quick Reference for handling Corrective Action (5.2 p23)

Best Practices for an Investigation:

* Call the individuals involved
* Assure them that this matter will be kept as confidential as possible & investigating the issue in no way implies guilt
* Stay neutral and gather all the facts
* Document all conversations and meetings
* Determine corrective action – ACL may consult with ACL Advisor, ACL Rep and DPC as needed

OPTIONS:

Verbal Warning (5.3 p24) – **ACL**

* Actions are serious and warrant an immediate response

Written Warning (5.3 p25) – **ACL**

* Should verbal warning fail to improve the behaviour or action is more serious to begin with. Can be modified and/or repeated for the same issue or other issue.

Investigative Suspension of appointment (5.4 p26) – **DPC**

* Person faces serious allegation of misconduct that warrants an investigation

Disciplinary suspension of appointment (5.5 p28) – **PC**

* Previous corrective action has not proven successful or if the offense is of a very serious nature
* Certain requirements need to be met for reinstatement

Termination of appointment (5.6 p30) – **PC**

* Earlier corrective action has not been successful

Suspension of Membership/Relationship (5.7 p31) – **PC**

* Serious allegation: illegal, child abuse, theft, significant injury or death

Termination of Membership/Relationship (5.8 p34) – **CC**

* Gross misconduct or illegal actions