



B O A R D
MEMORANDUM

Date: March 23, 2022
To: Board of Trustees
From: Shawna Walter, Acting Superintendent
Originator(s): Lisa Lacroix, Associate Superintendent, Human Resources
Subject: AP221 – Focused and Effective Communication

Purpose:

For information.

Background:

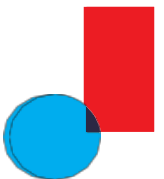
Focused and effective communication is an interest-based dispute resolution approach for dealing with communication and challenges between internal and external stakeholders. Administration has conducted a review of *AP717 – Healthy Interactions Program* and has replaced it with a new Administrative 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*, administration 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





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



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



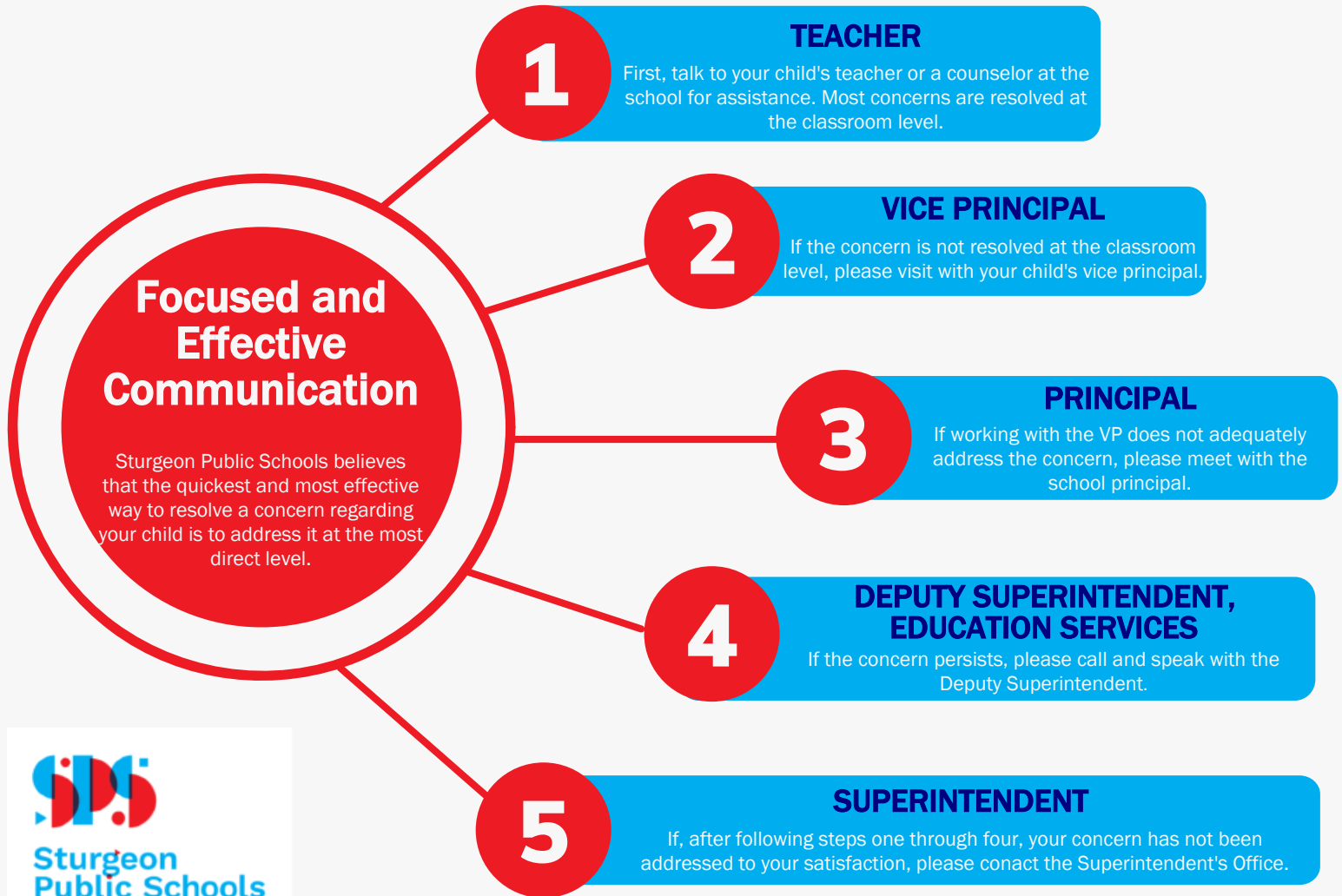
PROCESS FOR APPEAL

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

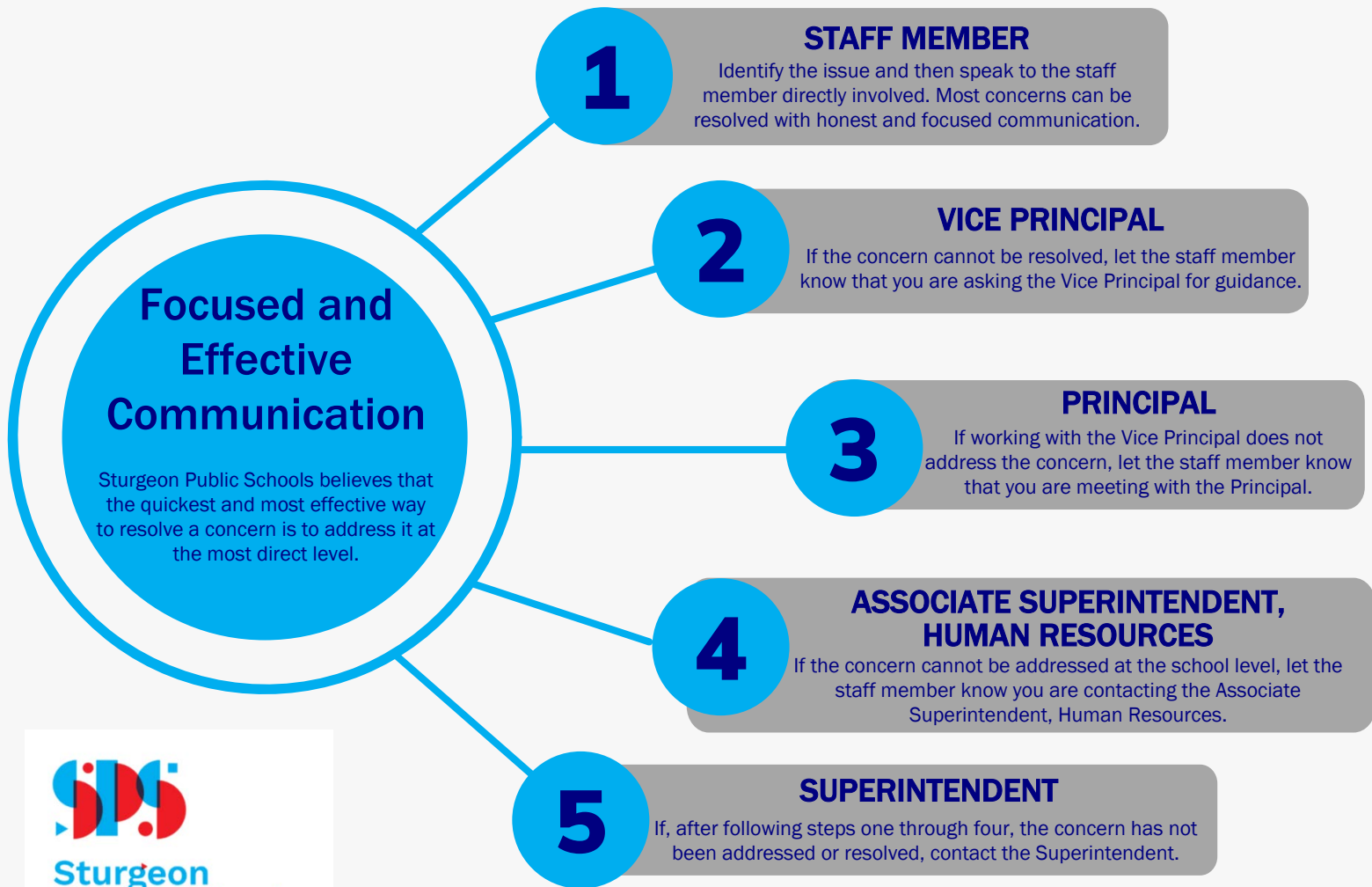
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Flow Chart for Focused and Effective Communication - External Stakeholders



Flow Chart for Focused and Effective Communication - Internal SPS Employees



**Sturgeon
Public Schools**

Dare to reimagine Learning

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



Responsible Administrator: **Associate Superintendent** People ServicesHuman Resources

PURPOSE

To maintain a 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, People ServicesHuman Resources, will be responsible to maintain this 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.
4. 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](#)



Responsible Administrator: **Associate Superintendent People Services**
Human 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 ~~m~~Matters shall be discussed directly with the teacher or staff member.

5.1.2 ~~if the matter which remain is~~ unresolved through the resolution process may be elevated to school administration, ~~either the Vice Principal or the Principal.~~

5.3.2 Dispute resolution involving school matters ~~will~~shall start with school administration, ~~either the Vice Principal or the Principal.~~

5.3.2.1 ~~Matters will~~shall be discussed with the school administrator.

5.3.2.2 ~~If the matter is~~which remain unresolved through the resolution process may be elevated to the Office of the Superintendent.

45.3 Dispute resolution involving Central Office matters:

5.3.1 shall start with the parties directly involved.

45.3.12 ~~If resolution between the parties cannot be achieved then the issue may~~which remain unresolved through the resolution process may be elevated to the direct supervisor.

45.3.23 ~~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~~ have detailed documentedation of such meetings, ~~attempts to do so.~~ Should the issue remain unresolved after completion of these steps the issue may be elevated to a higher level.

4.

7. A Trustee, upon receiving an inquiry, will inform the Superintendent who shall address the complaint using the process outlined.

Classroom teachers and school administrators are best situated to resolve disputes and

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Responsible Administrator: **Associate** Superintendent **People**
Services **Human Resources**

Draft

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