



Navigating Conflicts, Disputes, and Grievances

Amber Kinser

Professor of Communication & Faculty Ombuds



Agenda

Concerns/Grievances/Complaints

Progressive Discipline

Problem-Solving Approach to Resolving Conflicts

Ombuds support



Grievance & Complaint Procedures

ETSU Policy



“

Chairs are encouraged to contact [HR] to discuss the faculty member's situation and to explore ... opps for professional development workshops, continuing ed, sensitivity training ...

”

Grievance and Complaint defined

Grievance

ETSU action in violation of:

- ✓ ETSU policy
- ✓ BoR policy
- ✓ Constitutional rights

Committee Review

Separate ADA Grievance policy

Complaint

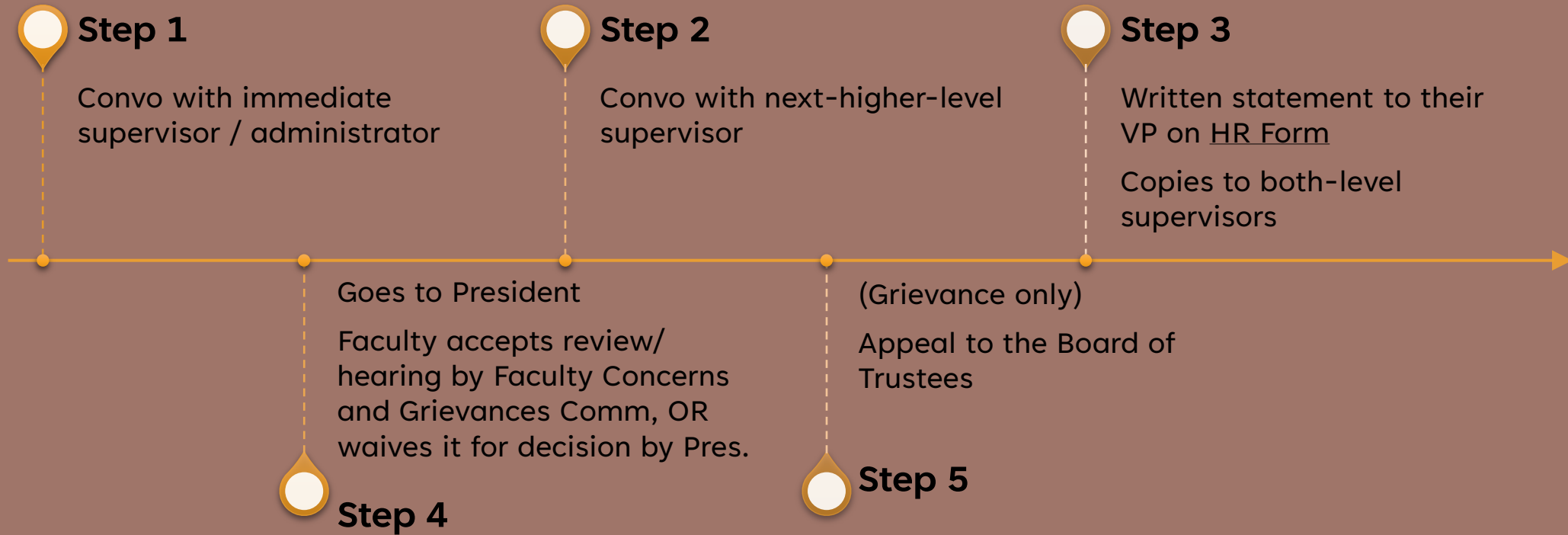
Issue employee wants to discuss with supervisory personnel to resolve

No Committee Review



Grievance/Complaint Procedures

For “concerns” prior to formal process: Ombuds, Procedural Consultants or Fac. Concerns & Grievances Comm consult, HR



Progressive Discipline Procedures

ETSU Guidelines



Progressive Discipline defined

“the process of imposing sanctions in a gradual manner that corresponds to the nature, seriousness, and impact of the behavior on the University”



Procedure for Progressive Discipline



https://www.etsu.edu/senate/facultyhandbook/documents/faculty_progressive_discipline_guidelines_052016.pdf

Problem-Solving Approach to Conflict



Identifying Interests + Criteria for Successful Resolution

1. ID initial **positions**
2. ID **interests**/goals underlying positions
3. Develop **criteria** for solution (addressing each party's interests)

Generating Options & Agreeing on Solutions

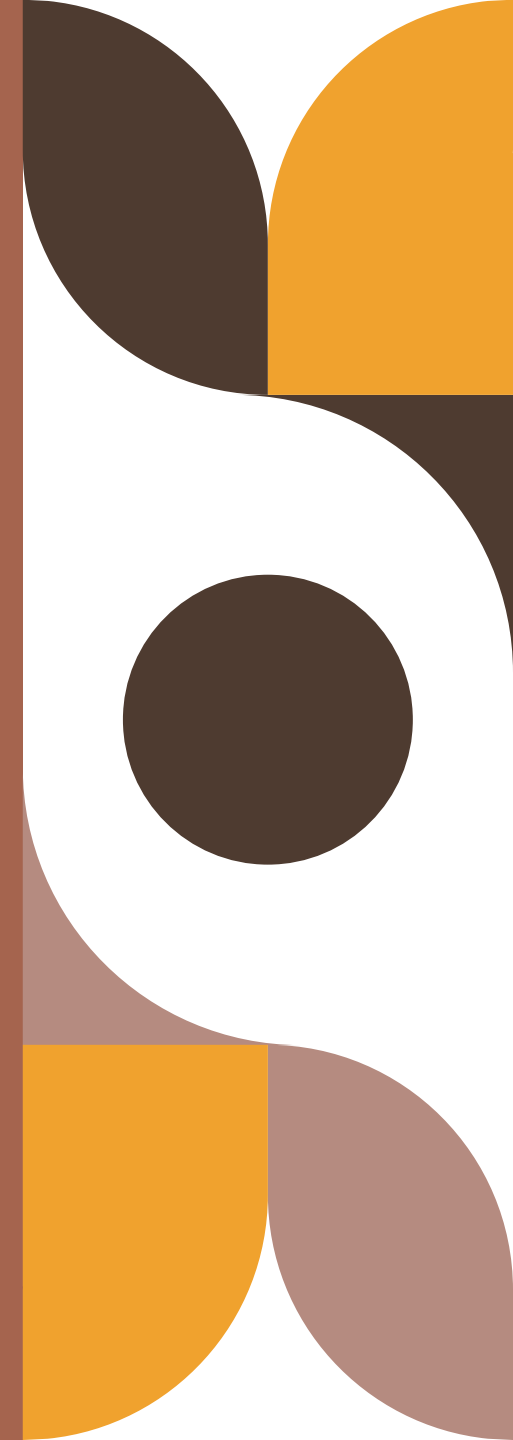
4. Brainstorm **options**
5. Generate **tentative solution** that is measurable

Implementation & Monitoring Solutions

6. **Implement** solution; Create a plan for eval
7. **Experience** the solution
8. **Evaluate** & adjust

Ombuds Informal Services

- Talking through concerns, analyze situations, explore options
- Discussion facilitation (between individuals or among groups)
- Help in crafting arguments, emails, letters
- Shuttle diplomacy
- Conflict resolution support
- Conflict resolution training for groups
- Reporting systemic trends to administration



Thank you

Amber Kinser

kinsera@etsu.edu

AmberOmbuds@gmail.com