

DigiCulture

06.x – Conflict Resolution Policy v0.2 DRAFT

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Name of the author	David Evans
Organisation / affiliation of the author	JMEA
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Corresponding author

Name

Affiliation - name of the university or institution

Address

Email

Contributors

university or institution

Executive Summary

[Final draft only]

Ojectives of this document

[Final draft only]

Who is this document for?

[Final draft only]

What topics are addressed in this document

[Final draft only]

Contributors

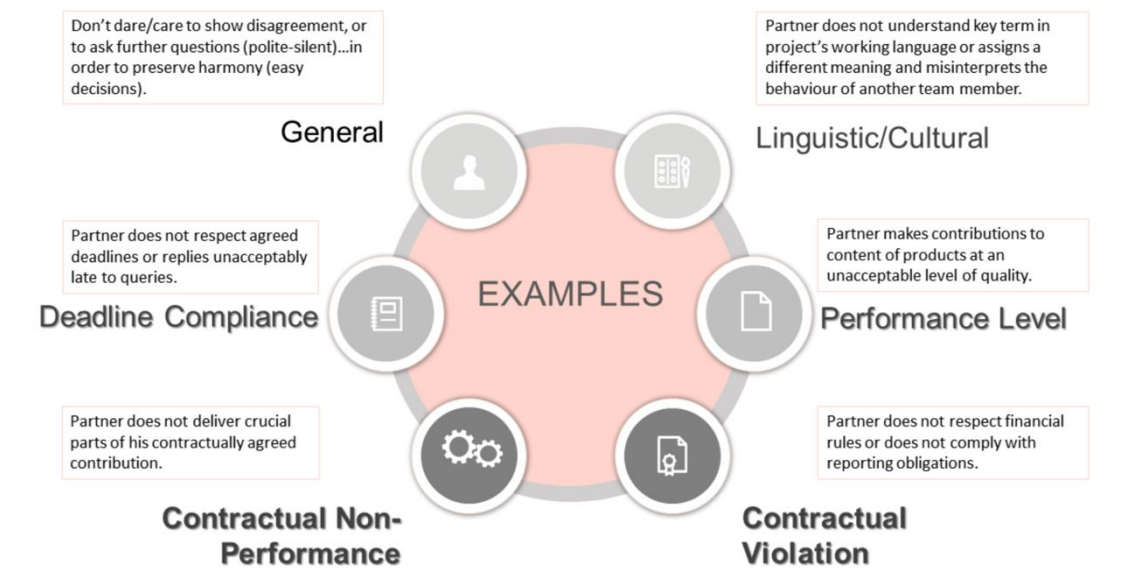
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Acknowledgements

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Conflict Resolution Policy

- The potential for conflict in international projects is high where individuals from different backgrounds and cultures who do not know each other need to work together on complex tasks. Conflict in the project can result from differences in values, attitudes, needs, expectations, perceptions, resources, and personalities (Fig 1). An established conflict resolution process can assist in handling and effectively resolving conflicts, and will lead to a more productive project as a whole.



- During the lifetime of the project, risks will be constantly monitored, assessed and contingency plans developed and executed.
- In the event of a conflict arising, the following process will be followed:
 - One or more of the partner(s) involved in the conflict must notify the PMT as soon as possible about the nature of the conflict, providing any factual evidence,
 - A mediating partner from the Project Management Team will investigate and assess the nature of the conflict as either misunderstanding, miscommunication, a breach of Communication Guidelines or some other issue
 - In all cases, support will be offered to the partner(s) immediately to avoid conflict escalation
 - If partner(s) from the Project Management Team are involved in the conflict, a neutral partner agreed by the partnership as a whole will provide the mediation support.
- Ideally, mediation will take place face to face. Where this is not practicable, mediation will take place via audio or video conference.
- Mediation will follow the principles of constructive problem solving, and should include:
 - Creating a constructive, solution-oriented atmosphere
 - Identifying the source of the conflict
 - Focusing on individual and shared needs
 - Generating a range of options

- Reaching agreement on one or more preferred solutions. If necessary, alternative acceptable solutions may be ranked in order of preference.
6. The following should occur in any implementation of this policy
 - Treat each participant respectfully.
 - Be calm and rational.
 - Keep people and problems separate.
 - Listen to each participant patiently.
 - Explore all possible solutions.
 - Don't take sides before clarification of the problem and examination of all pertinent facts has taken place
 - Try to avoid forcing or pressurizing participants to reach a solution.
 - Try to avoid postponing discussion of any possible conflict, as it may increase its severity.
 7. If the issue can be resolved via this process, the agreed solution will be captured in writing by the mediator and shared with the conflicting parties and wider partnership if appropriate.
 8. If the issue cannot be resolved, an external mediator may be appointed within 30 days by the Coordinator.
 9. If illegal activity, unacceptable inter-personal behaviour or any other serious breach of the agreements in the partnership appears to have taken place, the Coordinator will consult the National Agency about necessary action.
 10. In the event of a total breakdown of relationships between one partner organisation and the rest of the project, it may be necessary to consider removing the partner from the project. Partners may only be removed from the project under the following conditions
 - If a project partner has been involved in illegal activities, or activities which bring the project into disrepute
 - If a project partner has been involved in unacceptable inter-personal behaviour involving other members of the project
 - If a project partner has consistently been unable or unwilling to deliver outputs in a timely manner, or otherwise fulfil their agreed responsibilities in the project
 11. A decision to remove a partner organisation from the project may only be taken by the Coordinator after consultation with the National Agency, and with the unanimous support of the remainder of the project partners. Any financial settlement from either side shall be agreed between the Coordinator and the partner organisation within 30 days.
 12. A partner removed from the project under the provisions of the paragraphs above shall have the right of appeal to their National Agency and/or such other appeal mechanisms as may be provided for the by Erasmus+ Project Office. Any appeal must be lodged with 30 days of receipt of the notice of exclusion.

Attachments

[intermediate drafts] [Final draft]