



3302 EMPLOYEE DISPUTES & APPEALS PROCEDURES

Policy Type: Human Resources Manual
Applies To: All Staff, Students, Visitors
Approved By: LCS Head of Schools
Policy Reviewed: every 2 years
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1. PURPOSE

This policy provides guidance for employment related disputes and appeals. SEE 1301 CONFLICTS, DISPUTES & APPEALS PROCESS – all other policies related to conflict, concerns, disputes & appeals are governed by board-authorized policies.

At Langley Christian School, it is not the absence of conflict that defines our community, but rather the way in which we deal with conflict. As Christians we take seriously the biblical instruction to make every effort to live in peace and harmony with one another. (Romans 12:18 and Hebrews 12:14.)

Conflict is occasionally necessary to ensure there is fairness, transparency and equity in the workplace and for the maintenance of a healthy community.

2. ROLE OF EMPLOYEE RELATIONS COMMITTEE AND ADMINISTRATORS/MANAGERS

- (a) Due to the potential of conflict impacting the workplace culture, It is an expectation of the role that administrators and managers at LCS will intervene and assist in mediating all conflicts and concerns between staff members and/or staff and parents/students, and will not delegate this responsibility to others. If the concern or conflict is largely relational, administrators will guide the employee through expectations set out in 1302 RELATIONAL CONFLICTS.
- (b) When invited to mediate conflict, ERC members and/or Administration will not meet individually with staff involved in a conflict or dispute, but will facilitate dialogue, discussion and conflict resolution with those involved.

3. EMPLOYEE CONCERNS WITH POLICIES

- (a) Staff are contractually expected to support all LCS Policies.
- (b) Where there are concerns with the fairness or application of Policies, LCS employees should consult the Employee Relations Committee and/or consult 3301 EMPLOYEE RELATIONS COMMITTEE.

4. GUIDING PRINCIPLES FOR ALL STAFF WHEN DEALING WITH CONCERNS AND CONFLICT

- (a) Seek clarification and information; do not assume – approach to the person you may have conflict with or concerns about as early as possible. Involve and invite administration into any conflict that is not easily resolved.
- (b) Always be mindful of professional obligations; how employees handle conflict is considered a job performance issue which could lead to breach of contract
- (c) Do not engage in conflict resolution if you are emotional, angry or upset
- (d) Look for win-win solutions; bring ideas to the discussion about how the conflict can be resolved
- (e) Do not make conflicts personal; all employee related disputes and concerns should be focused on disagreeing based on observable facts, experience, intuition, prior team successes and failures, the coworkers’ track record on similar projects, and your organization’s culture
- (f) Speak only for yourself; do not speak for others but encourage them to bring forward their own concerns.
- (g) Understand what your coworker needs, fears, and hopes to obtain from the solution.
- (h) Compromise when necessary and possible. Look for common interests and needs. Some conflicts may not result in a resolution.

5. EMPLOYEE CONCERNS WITH OPERATIONAL DECISIONS/ADMINISTRATION

- (a) In cases where employees have concerns with operational decisions of school administration, they must follow these steps:

Step	Action
Step 1: Seek Understanding & Collaboration	Engage the administrator in a spirit of curiosity and grace. Clearly articulate your concern, be open to understanding the administrative perspective, and collaboratively explore solutions.
Step 2: Consult for Wisdom	If the concern remains, consult an ERC member. Approach this as an opportunity to invite wisdom and informal mediation, focusing on reconciliation. Avoid triangulation or involving others who are not positioned to help resolve it, or related to the issue.
Step 3: Covenantal Communication	Work to find "win-win" solutions by practicing Covenantal Communication (conviction + compassion). Focus on common interests that honor our shared community values and spiritual commitments.
Step 4: Facilitate Restoration	If the matter remains unresolved, invite the Head of School to mediate. Provide a written summary of the concern, framing it as a pursuit of restoration rather than a formal grievance. The Head of School will respond within 15 days or sooner if required.
Step 5: Seek Neutral Guidance	At the Head of School's discretion, a neutral third-party mediator may be engaged to provide objective guidance, ensuring all participants are heard and valued.

6. EMPLOYEE CONCERNS WITH COLLEAGUES/PEERS

- (a) Where an employee’s concern with a colleague may involve unprofessional conduct or actions which might compromise student safety, administrators will be immediately notified.
- (b) In cases where employees have a relational concern with a colleague or peer, consult Policy 1302 RELATIONAL CONFLICT.
- (c) Employees who have a concern or conflict with a colleague/peer are encouraged to follow these steps:

Step	Action
Step 1: Seek Understanding & Collaboration	Engage the colleague in a spirit of curiosity and grace. Clearly articulate your concern, be open to understanding the other’s perspective, and collaboratively explore solutions.
Step 2: Consult for Wisdom	If the concern remains, consult an ERC member to help. Approach this as an opportunity to invite wisdom and informal mediation, focusing on reconciliation. Avoid triangulation or involving others who are not positioned to help resolve it, or related to the issue.
Step 3: Covenantal Communication	Work to find "win-win" solutions by practicing Covenantal Communication (conviction + compassion). Focus on common interests that honor our shared community values and spiritual commitments.
Step 4: Administrative Restoration & Mediation	If the matter remains unresolved, invite the principal, assistant principal or supervisor to mediate. Provide a written explanation of the problem, mutually agreed upon, and provide relevant details and information for context. Set a timeline to review progress.
Step 5: Seek Neutral Guidance	At the principal’s or supervisor’s discretion, the Head of School may be engaged to provide objective guidance, ensuring all participants are heard and valued.

7. EXPECTATION OF CONFIDENTIALITY AND PROFESSIONALISM

- (a) Employees are to keep personal conflicts and concerns in confidentiality, limited to those best situated to advise or help mediate the conflict toward a healthy resolution.
- (b) If sharing a concern about a colleague to an administrator or co-worker without first discussing the concern or dispute with those directly involved, the employee should not expect confidentiality and should expect that the administrator will intervene in the situation.
- (c) Gossip, slander, defamation or other disrespectful actions against administration, Board, colleagues, students or parents may be considered as unprofessional conduct

8. LIMITATIONS TO THIS POLICY

Administration and/or Board may choose to limit an employee’s access to a mediated solution to a conflict or concern if one or more of the following criteria are met. The decision of the LCS Board is final.

- (a) Where the LCS Board believes that the mediation process would amount to an abuse of process or result in unfairness to one of the member participants;

- (b) Where conduct between one or more member participants has resulted in criminal charges or the police or Crown are considering criminal charges and the criminal charges have not been finally disposed of by trial, plea or by other means or resolution outside of trial.
- (c) Where a dispute or conflict that may involve or result in litigation or where litigation has commenced unless all participants and or parties to the litigation are member participants and each member participant agrees to be bound by the LCS Dispute Resolution Process;
- (d) A matter that the LCS Board determines will, for whatever reason, not be mediated.
- (e) Where the dispute or conflict takes place between one or more member participants outside of Langley Christian School property and which incident or conduct is unrelated to or not connected with ongoing member participant relationships of a personal or educational nature.
- (f) Where the application for mediation is applied for four months or more after the member participant became aware of the dispute or conflict.

9. FORMAL MEDIATION AGREEMENT TERMS:

- (a) When a neutral mediator is deemed appropriate, parties to the mediation will sign an agreement about the mediation. The member participants will agree to the following:
 - The parties agree to be bound by or submit to the dispute resolution procedures outlined in the policy and to that extent each party agrees to attend the initial meeting for not less than 4 hours. If the mediation takes more than one day, each party agrees to return to the mediation and continue to mediate in good faith. If after the initial four hour time period there has been no resolution, any participant in the mediation may withdraw from the mediation.
 - Each member participant will conduct themselves with the goal of seeking reconciliation of the dispute;
- (b) At the beginning of the mediation, the mediator will advise the parties, with their agreement, what information or what type of information might be gained during individual sessions with one party to the exclusion of another party will be disclosed to the other party. Information provided to the mediator on a confidential basis will be respected and shall not be passed along to the other member participants.
- (c) Each member participant will waive and release any rights, claims, or actions that the member participants may have against the mediator arising with respect to the mediation itself;
- (d) After the mediation each party will waive any rights, causes of action, claims, demands and costs associated with the dispute or conflict including costs against any and all member participants in the mediation, excepting any that may have been agreed to;
- (e) Each member participant acknowledges that all comments, acknowledgments, and statements made at mediation are entirely without prejudice and the member participants shall not rely on or attempt to introduce as evidence in an arbitration or Court or law or any judicial proceeding or quasi-judicial proceeding whatsoever any discussions, proposals, recommendations, or admissions made by any of the member participants or the mediator in a mediation;

- (f) The member participants will not subpoena or otherwise require the mediator to testify or produce any records, written or otherwise, respecting the mediation in any proceedings taken subsequent to the mediation, whether or not settlement was achieved;
- (g) If a matter is resolved at a mediation, the settlement will be reduced to writing and the parties will sign the mediated result
- (h) The expenses of the mediator and the cost of the mediation will be borne by the participants equally;
- (i) All parties will sign a mediation agreement before the mediation begins acknowledging the above including how they shall conduct themselves at mediation

RELATED POLICIES:

[1301 CONFLICTS, DISPUTES & APPEALS PROCESS](#)

[1302 RELATIONAL CONFLICTS](#)

[3301 EMPLOYEE RELATIONS COMMITTEE](#)

Reviewed: 06 2026