**CONFLICT RESOLUTION**

**Healthy Responses to Conflict**

1. Recognize and respond to things that matter to the other person
2. Respond in a calm, non-defensive, and respectful way
3. Forgive and forget
4. Seek compromise and avoid punishment
5. Believe that facing conflict is the best thing for both sides

*From Helpguide.org

**Subtle Signs of Workforce Bullying**

1. Fear-inducing communication or behavior
2. Purposefully ignoring/avoiding someone
3. Minimizing, discounting, or failing to address someone's feelings

*From Workforce Bullying Institute

**The Role of the Department Personnel Committee**

1. Establish criteria and procedures for periodic review
2. Establish professional development process
3. Establish criteria and procedures for making personnel recommendations
4. Establish criteria and procedures for salary recommendations
5. Assist department chair in long-term planning
6. Assist department chair with recruitment
7. Make personnel recommendations to department chair
8. Implement personnel policies and procedures
9. Provide faculty and instructional academic staff with DEP
10. Provide faculty and academic staff opportunity to discuss DEP

*See Faculty and Academic Staff Rules and Procedures for details
**CONFIDENTIALITY**

**Don’t Talk Business Outside Published Meetings**

Never discuss the work of the DPC unless in a formally-announced meeting. Hallways, lunch rooms, and offices are NOT confidential!

**AVOID SIDE MEETINGS**

All official business should be conducted by the entire DPC or a body officially established by the DEP. NEVER send an individual as a representative of the DPC. NEVER allow solo fact-finding missions.

**VOTE IN OPEN SESSION**

Closed meetings are for protecting the candidate, not the committee. Votes are public and should be taken in open session.

**WHAT HAPPENS IN VEGAS...**

Anything discussed during a closed DPC meeting should stay in the DPC meeting. It is not OK to reveal who said what during the deliberations of a closed meeting.

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**COMMUNICATION**

**COPY THE CANDIDATE**

Be sure to copy the candidate on all formal communications, including the personnel form recording the vote.

**BE INCLUSIVE**

Evaluations should reflect the opinions of all DPC members. Consensus is NOT necessary. When differences of opinion exist, capture them in the evaluation.

**COURTESY**

**Don’t Bully Each Other**

Remember to treat each DPC member with respect. Everyone is entitled to an opinion. Including everyone’s opinion in the evaluation makes the evaluation stronger and more accurate.

**Don’t Bully the Candidate**

Never use tenure or promotion to threaten the candidate. Threatening power over another, even in jest, is unprofessional and unproductive.

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**HONESTY**

**Don’t “Sell” the Candidate**

Don’t feel you should emphasize the positive and bury the negative. You are not selling the administration on the candidate; you are evaluating the candidate’s performance against the DEP criteria.

**BE COMPLETE BUT CONCISE**

Address all criteria but do so directly and with as little added commentary as possible.

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**INTEGRITY**

**STICK TO THE CRITERIA**

The DEP determines the rules. It isn’t required unless the DEP says it is required. Likewise, if the DEP says it is required, then it is required.

**AVOID AFTERIMAGE**

Be sure not to let the candidate’s performance history distort the current review. Evaluate performance during the review period with “fresh eyes.”

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