

Center for Matter at Atomic Pressures (CMAP) - Action Plan for Conflict Management

Introduction: Through this action plan, CMAP aims to proactively manage conflicts, foster a positive team environment, and enhance overall collaboration within and beyond the team.

1. Conflict Resolution Protocol for CMAP

Introduction: This Conflict Resolution Protocol is designed to provide a structured approach for addressing and resolving conflicts within the Center for Matter at Atomic Pressures (CMAP). The protocol aims to maintain a positive and collaborative work environment, ensuring that conflicts are addressed promptly and effectively. All team members, including leadership, are expected to adhere to this protocol. For egregious issues, all CMAP team members may contact the Director, Rip Collins, immediately, or another advocate among CMAP leadership: Co-PIs or Co-Is. Additionally, the CMAP [virtual anonymous suggestion box](#) is always available to report conflicts. However, it is encouraged to identify yourself if reporting a conflict to facilitate mediation and a resolution.

I. Identification of Conflict:

- Any team member who identifies a conflict is encouraged to bring it to the attention of their immediate supervisor or team leader.
- If the conflict involves a supervisor or team leader, the team member should report the conflict to the next level of management or utilize the designated reporting channels.

II. Informal Resolution:

- In cases where conflicts are deemed minor, team members are encouraged to attempt informal resolution through open communication.
- The involved parties should meet to discuss the conflict, share perspectives, and work towards a mutually agreeable solution.
- If an informal resolution is successful, the parties involved should document the agreement and share it with relevant stakeholders.

III. Escalation to Immediate Supervisor or Team Leader:

- If an informal resolution is not possible or if the conflict persists, the involved parties may escalate the matter to their immediate supervisor or team leader.
- The supervisor/team leader will schedule a meeting with the involved parties to gather information, facilitate discussion, and work towards a resolution.

IV. Involvement of Mediation:

- If conflicts persist after involvement of immediate supervisors, the parties may request mediation facilitated by a neutral third party.
- The Center will designate a qualified mediator who is impartial and not directly involved in the conflict.

- The mediation process will be confidential, and both parties will be encouraged to express their concerns openly.

V. Escalation to Higher Management Levels:

- If conflicts remain unresolved at the immediate supervisor or team leader level, the matter may be escalated to higher management levels.
- The Director of CMAP will review the conflict, gather input from involved parties, and work towards a resolution.
- The External Advisory Board (EAB) may be consulted for guidance if necessary.

VI. Documentation and Reporting:

- All steps of the conflict resolution process, including informal resolutions, formal discussions, and mediation, will be documented.
- The Administrator will maintain records of conflict resolution efforts and report periodically to CMAP leadership on the status of conflicts within the organization.

VII. Continuous Improvement:

- The conflict resolution protocol will be periodically reviewed and updated to incorporate lessons learned and address emerging challenges.
- Feedback from resolved conflicts will be used to enhance the effectiveness of the protocol and improve team dynamics.

VIII. Protection Against Retaliation:

- CMAP is committed to protecting individuals from retaliation for raising concerns or participating in the conflict resolution process.
- Any form of retaliation will be treated as a separate violation and will be addressed accordingly.

2. Training and Awareness:

- Share the Conflict Resolution Protocol for CMAP. Make it easily accessible and send reminders to maintain awareness.
- Leverage home institutions' training resources for conflict resolution.
- Ensure that everyone in leadership positions is well-versed in conflict management techniques and resolution strategies.
- Promote a culture of open communication and encourage team members to address conflicts promptly.

3. Regular Check-ins:

- Schedule regular check-in meetings within each MA and working groups to discuss ongoing projects, address concerns, and identify potential conflicts.
- The Director and MA Co-Leads will discuss progress and address any emerging conflicts during their quarterly reviews.

4. Mediation Procedures:

- Leverage home institutions' mediation processes.

- Mediation may be escalated to higher management levels and/or a neutral third party for conflicts that cannot be resolved at the team level.
- Ensure confidentiality to the greatest extent possible during the process.
- Include provisions for escalating conflicts to higher management levels if mediation is unsuccessful.

5. Clearly Defined Roles and Responsibilities:

- Clarify and document the roles and responsibilities of each team member (see Onboarding), particularly those in leadership positions.
- Ensure that expectations are communicated clearly to avoid misunderstandings that may lead to conflicts.

6. Utilize Existing Communication Channels:

- Encourage the use of existing communication tools for addressing and resolving conflicts.
- The Administrator should document meetings, including conflict resolution discussions, and track action items to ensure follow-through.

7. Inclusivity and Diversity Awareness:

- Emphasize the importance of diversity and inclusion within the organization.
- All team members can provide insights and recommendations on fostering an inclusive environment.

8. Continuous Improvement:

- Periodically review and update the conflict resolution protocol to incorporate lessons learned and adapt to changing team dynamics.
- Encourage a culture of continuous improvement, where team members feel empowered to suggest changes to enhance conflict management processes.

9. Early Career Representatives Involvement:

- Leverage the involvement of early career representatives in conflict resolution discussions to bring fresh perspectives and innovative solutions.
- Provide training for early career representatives on conflict management and resolution.

10. Addressing Power Dynamics:

- Ensure that power dynamics within the team are regularly assessed and mitigated to prevent conflicts stemming from imbalances in authority.
- Create an environment where all team members feel comfortable expressing concerns about power dynamics.

11. Transparent Decision-Making:

- Maintain transparency in decision-making processes, ensuring that all team members understand the rationale behind key decisions.

- Transparency can mitigate potential sources of conflict arising from misunderstandings or perceived unfairness.