

I. General provisions

1.1. The Regulations on the procedure and procedures for resolving conflict situations in the Private Joint Stock Company "Higher Educational Institution "Interregional Academy of Personnel Management" (hereinafter referred to as the Academy) is aimed at resolving and resolving conflict situations, mastering by academic staff and students of higher education models of behaviour in conflict, rules for organising conflict-free interaction; measures aimed at improving the quality of education and increasing the efficiency of the Academy to ensure a transparent process aimed at

1.2. The Regulation is developed in accordance with the Constitution of Ukraine, the Labour Code of Ukraine, the Laws of Ukraine "On Higher Education", "On Education", "On Professional Higher Education", "On Prevention of Corruption", "On Principles of Prevention and Combating Discrimination in Ukraine", "On Ensuring Equal Rights and Opportunities for Women and Men", Methodological Recommendations for the Application of Certain Provisions of the Law of Ukraine "On Prevention of Corruption" regarding the Prevention and Settlement of Conflicts of Interest, Compliance with Restrictions on the Prevention of Corruption, approved by the Order of the Ministry of Education and Science of Ukraine "On Prevention of Corruption".

1.2. The Regulations substantiate the strategy for preventing conflict situations of the subjects of the educational process at the Academy.

1.3. The Regulation regulates the application of measures to identify and prevent conflict situations, the algorithm of actions in connection with the establishment of conflict situations and methods of their settlement.

1.4. The Regulation defines the procedure and procedures for resolving conflict situations in the following areas:

1.4.1. prevention of corruption and settlement of conflicts of interest;

1.4.2. regulation of conflicts in interpersonal relations between subjects of the educational environment;

1.4.3. conflicts in the educational process.

Conflict situations arising in the areas of combating discrimination, bullying (harassment), sexual harassment are resolved by the "Regulations on combating bullying (harassment) at PJSC "IAPM", approved by the Academic Council of 07.10.2020, Protocol No. 7.

The resolution of disputes in the field of academic integrity is carried out on the basis of the provisions of the Code of Academic Integrity.

II. Basic concepts

2.1. Terms used in this Regulation:

- *academic ethics* - a set of ethical principles and rules defined by law, which should guide the subjects of the educational process and the educational environment of the Academy;
- *academic etiquette* - the rules of interaction and behaviour of the subjects of the educational process and the educational environment of the Academy in the process of joint activity and communication;
- *conflict* - the process of extreme aggravation of contradictions and struggle of two or more parties in solving a problem that is important to them, which is accompanied by negative emotions and requires resolution; it is a clash of interests of individuals and groups, their ideas, opposing views, needs, assessments, level of aspirations, claims, etc.
- *conflict of interest* - real or seemingly real contradictions between private interests of a person and his/her official powers, which may affect objectivity or impartiality of decision-making, as well as taking or not taking actions in the course of performing his/her official powers;
- *conflict situation* - a situation that records the emergence of a real contradiction related to sexual harassment, discrimination and corruption, the needs and social expectations of teachers and higher education students, or a situation that constitutes an obstacle to achieving the goal of at least one of the participants in the interaction; a certain set of characteristics of the educational process / educational environment and mental properties of the subjects of the educational process / educational environment (higher education students, teachers, management of the Academy, auxiliary staff).
- *corruption* - the use by a person referred to in part one of Article 3 of the Law of Ukraine "On Prevention of Corruption" of the official powers or opportunities related thereto for the purpose of obtaining or accepting an unlawful benefit or accepting a promise/offer of such benefit for oneself or other persons, or, accordingly, a promise/offer or provision of an unlawful benefit to a person referred to in part 1 of Art. 3 of the Law of Ukraine "On Prevention of Corruption", or at his/her request to other individuals or legal entities in order to induce this person to unlawfully

use of the official powers or opportunities related to them;

- *Conflictogenic* factors - words, actions (or inaction) aimed at offending, humiliating or making an opponent angry.

- *object of a conflict situation* is a material (resources), social (power) or spiritual (idea, norm, principle) value that the parties to the conflict seek to possess or use.

- *The subject of a conflict situation* is an objectively existing or imaginary problem that is the basis of a conflict situation.

- *the problem of a conflict situation* is the contradiction that arises due to the object of the conflict situation and causes confrontation between the parties (the problem of power, relationships, primacy, competition, psychological compatibility, etc.)

- *conflict resolution* - bringing the parties to a conflict interaction to reconciliation through negotiations, mediation or arbitration. This is a partial resolution of the conflict, the cessation of open struggle, while the internal causes that lead to the conflict may remain.

- *Conflict resolution* is the end of conflict interaction between the parties, overcoming the main disagreement between the parties that is the source of the conflict, eliminating it at the level of internal attitudes, as well as the end of a conflict clash by the goodwill of its participants, reaching a certain agreement on the problem.

- *method of conflict resolution* - a set of characteristic techniques (evasion, adaptation, confrontation, cooperation, compromise) that distinguish the style of behaviour and course of action to eliminate the cause of a conflict encounter.

- *Conciliatory procedures* - conditions and methods (conciliation commission, mediation, arbitration) for conflict resolution.

2.2. Conflict situations in a higher education institution may arise between:

- higher education students and administrations of the Academy, institutes, faculties;

- higher education students and academic staff as a party that issues academic assignments and monitors their performance;

- the labour collective and administration of the Academy;

- the labour collective and the council of the labour collective;

- students of higher education;

- research and teaching staff;

- scientific and pedagogical employees, other employees and heads of structural units.

2.3. To monitor the situation with conflicts in the Academy, systematic (at least once a year) surveys of the subjects of the educational environment are conducted (Appendix 1).

III. System of prevention, detection and settlement of conflict situations situations at the Academy

3.1. Ways to prevent conflict situations:

- planning of the social development of the team: creation of appropriate working conditions, opportunities for professional development, conditions for career growth, organisation of recreation;
- openness of the Academy's activities, constant informing of employees about the results and goals of the Academy;
- publicity and collegiality, bringing production tasks to the understanding of each member of the team, determining the development priorities of both the entire Academy team and its individual members;
- democracy in making certain decisions concerning all or individual members of the Academy's staff;
- development of clear job descriptions that eliminate confusion and irresponsibility;
- trust in the relationship between higher education students, research and teaching staff, team members and structural units;
- reasonable demands on subordinates in the implementation of labour and production discipline;
- fair remuneration for labour (moral and material incentives);
- constant concern for meeting the needs and interests of higher education students, postgraduate students, doctoral students, research and teaching staff of the Academy;
- adherence to the principle of social justice in any decisions concerning the interests of the collective and the individual;
- formation of a high psychological and pedagogical culture of communication among the academic staff and applicants for higher education of the Academy, etc;
- priority of interests of higher education students, compliance with the requirements of student-centred education and upbringing;
- inclusion of educational content *related to the rejection of discrimination, education of tolerant attitude towards other people* in the working curricula of the Academy, namely: 1) the working curricula of the humanitarian disciplines include the topics of international understanding, development cooperation, strengthening a just world, establishing

social justice, respect for and exercise of human rights and fundamental freedoms, eradication of prejudice, misunderstanding, inequality and all forms of injustice that impede the achievement of these goals, and foster respect for national customs and patriotic feelings; 2) the working curricula of the economic block reflect the problems of economic growth and social development in their connection with social justice and the struggle for a better quality of life and the highest level of health; 3) the working curricula of foreign languages include

An important condition for the prevention of conflict situations in the social and pedagogical process at the Academy is the rejection of the authoritarian system of management of the pedagogical process, conflict awareness of the subjects of the educational process at the Academy, as well as the formation of their culture of communication.

3.2. Tactics to prevent the emergence of conflict situations on the line "teacher - student":

- *Forecasting tactics* (the deeper, more reliable, and more comprehensive the forecasting activity of the educational process subjects, the more effective the prevention strategy is);
- *tactics of support* (use of preventive actions, its certain types, in particular, assistance, empathic listening, complicity in communication);
- *autotraining tactics* (emotion management, stress and anxiety relief, self-regulation, self-direction, self-hypnosis);
- *Stimulation tactics* (arousal of the desire to seek, to act).

3.3. The main areas of conflict prevention:

- 1) creation of objective conditions, that prevent the emergence and destructive development of pre-conflict situations;
- 2) optimisation organisational and managerial conditions creation and functioning of the Academy's structural units;
- 3) Elimination of social and psychological causes of conflict situations;
- 4) neutralising personal causes of conflict situations. Preventing constructive resolution of conflict situations is facilitated by the use of the strategy of cooperation and compromise by opponents, regulation of conflict situations by the leader of the team, minimisation of negative emotions of opponents, their high moral and professional qualities, etc.

3.4. Actions and ways to prevent a conflict situation:

- Maintain self-control and self-control;
- give your partner an opportunity to express his/her claims;

- do not enter a dispute, not move onto evaluation the subject as a person;
- to express the partner's request, formulate the content of the claim and the end result he/she seeks;
- clearly and objectively express your position on the partner's expectations;
- try to maintain equality when discussing problems;
- if you make a mistake, admit it, but calmly, without humiliation and with dignity;
- accept the offer and agree on the future;
- try to maintain the balance of business relations within a constructive framework.

IV. Resolving conflict situations in the area of corruption prevention and conflict of interest

4.1. In case of receiving data on *cases of corruption* at the Academy, a higher education student or employee of the Academy has the right to

4.1.1. Submit an appeal to resolve the situation to the Rector of the Academy.

4.1.2. apply directly to the internal Security Service of the Academy, the hotline of the Ministry of Education and Science of Ukraine and law enforcement agencies.

4.2. The heads of the Academy's structural subdivisions are actively working with the participants of the educational process on the availability and purpose of "trust boxes".

4.3. The subjects of the educational environment should avoid conflicts of interest arising from personal relationships.

4.4. In the event *of a conflict of interest* on the part of any participants in the educational process, a higher education student or employee of the Academy may submit an appeal to resolve the situation to the Rector of the Academy.

4.5. Procedure for consideration of appeals on corruption and conflict of interest:

- the Rector of the Academy shall establish (if necessary) a commission for consideration of appeals regarding corruption and conflict of interest, the composition of which is formed depending on the specific situation;

- the commission for consideration of appeals on corruption and conflict of interest may not include a person whose actions are appealed in the appeal;

- anonymous appeals shall be submitted to the "trust boxes" and transferred by the Security Service of the Academy together with the investigation materials to the commission for consideration of appeals on corruption and conflict of interest violations;
- the commission decides on measures to be taken regarding the received appeal within **10 working days** from the date of its receipt.

V. Resolving Conflict Situations on the Settlement of Conflicts in Interpersonal Relations of Educational Environment Subjects

5.1. To receive assistance in resolving a conflict in interpersonal relations, a higher education student or employee of the Academy (depending on the nature of the conflict situation) submits an appeal to the chairman of the Labour Collective Council, the chairman of the Student Council, the educational ombudsman of the Academy, the head of the psychological service of the Academy, the head of the structural unit or the rector of the Academy.

5.2. On the basis of the appeal, the person to whom it was sent shall take measures to resolve the conflict in interpersonal relations or the conflict situation personally or, with the consent of the parties, appoint a person responsible for analysing the conflict situation from among the employees of the Academy who have undergone conflict training (have psychological or pedagogical education, etc.).

5.3. Based on the results of the analysis of conflicts or conflict situations, the person responsible for conflict resolution shall submit written proposals to the Academy administration to optimise the conditions of the educational process and management of the educational environment of the Academy.

VI. Resolution of conflict situations in the educational process

6.1. The procedure for resolving conflicts related to the assessment of knowledge and academic achievements of higher education students provides for the establishment of an Appeal Commission for the period of final semester control by order of the director / dean of the institute / faculty, consisting of: chairman - dean of the institute / faculty (deputy dean) where the student is studying, head of the department to which the discipline is assigned, a teacher of this or another department who teaches the relevant discipline but did not participate in this semester control, a representative of the university. A secretary is elected from among the members of the appeal commission

of the Commission for consideration of appeals (complaints) of a higher education student regarding the final semester control of knowledge of higher education students. The Appeals Commission may include an educational ombudsman.

In order to comply with the principles of integrity, responsibility, academic freedom, and objectivity:

6.1.1. The Appeals Commission considers the appeal (complaint) of a higher education student **no later than the next day after submission**.

6.1.2. The results of the consideration of the appeal (complaint) are communicated to the higher education applicant immediately after the decision is made, and the higher education applicant and members of the commission sign the relevant protocol.

6.2. Applicants for higher education of the Academy have the opportunity to initiate a change of the teacher of the discipline due to dissatisfaction with the process and result of teaching or personal dislike on the part of the teacher.

6.3. The academic group submits to the Director of the Institute a motivated (with a detailed explanation of the reasons) request to change the teacher of the discipline, which must be adopted at a meeting of the academic group with the support of at least two-thirds of the full composition of the group and endorsed by the Head of the Department and the Dean.

6.4. Procedure for consideration of applications of higher education students to change the teacher of the discipline:

- the director of the institute, if necessary, establishes a commission to consider the request of the academic group to change the teacher of the discipline, the composition of which is formed depending on the specific situation;
- the commission makes a decision on measures regarding the received appeal within **10 working days from the date of its receipt**.

VII. Responsibility and settlement of a conflict situation

7.1. Responsibilities of the academic staff and heads of structural subdivisions of the Academy in relation to conflict situations

- *informing* (conducting conversations, psychological trainings on the prevention, detection and resolution of conflict situations);
- *Prevention* (heads of structural subdivisions should prevent the occurrence of conflict situations, detect them in a timely manner and inform the Academy administration);
- *Settlement* (heads of structural subdivisions should create temporary special commissions, which are obliged to study the issue and prepare conclusions and propose draft decisions within 10 days);

- *refrain* from taking any actions or decisions until the special commission's conclusions on the conflict resolution are published.

7.2. Methods of responding to conflict situations by the head of a structural unit:

- *Conversation* with the conflicting parties to determine the causes and nature of the conflict situation;

- *initiating* the creation of a temporary special commission to resolve the conflict situation;

- *Informing* the internal affairs authorities in case of a disputable situation or in case one of the conflicting parties interprets the conflict situation as criminal;

- *informing* the parties to the conflict situation about the conclusions of the temporary special commission and proposed draft decisions;

- monitoring compliance with the proposed conclusions and decisions of the temporary special commission.

7.3. Technology of conflict resolution:

- *Information* (removal of false, distorted information from the information field, elimination of rumours, etc.);

- *communication* (organising communication between the parties to the conflict and their supporters; ensuring effective communication);

- *social and psychological* (working with informal leaders and microgroups, reducing social tension and strengthening the social and psychological climate in the team);

- *organisational* (solving personnel issues, using methods of reward and punishment, changing the conditions of interaction).

7.4. Ways to resolve conflict situations:

- *Administrative* (warning, reprimand, dismissal, transfer to another work area, court decision, exclusion from higher education, etc.) - in accordance with the Constitution of Ukraine, the Labour Code, the Law of Ukraine "On the Procedure for Resolving Collective Labour Disputes (Conflicts)", the Academy's Internal Regulations.

- *pedagogical* (conversation, persuasion, request, explanation of psychological assistance, etc.)

VIII. Final provisions

8.1. The Regulation on the procedure and procedures for resolving conflict situations at the Academy is a local regulatory act that is

is a local regulatory act that is freely available to higher education students, employees of the Academy and all interested parties.

8.2. The Regulation is approved by the decision of the Academic Council of the Academy.

8.3. Changes and additions to the Regulations may be made by the decision of the Academic Council of the Academy.