

WORKING THROUGH TEAM CHALLENGES – STEP II

1. NOTE OF CONCERN

The following describes the process for teams to use if the restorative process in Step 1 has been unsuccessful. For an action related to this process to take place more than 50% of the members of the team must support the action. If there is no consensus within the team regarding the drafting of the **Note of Concern**, consult with your Team Coach and she/he will facilitate a discussion on your next steps as a team.

- 1) If a member(s) of a team is not meeting performance and/or behavioural expectations, the team can send a **Note of Concern** via their university email to all members of the team:
 - The specific problem (e.g. meetings missed or work not done/done late – describe the facts).
 - Action steps that have occurred to solve the concern up to this point.
 - A description of the expectations the learner must meet to satisfy the team. Refer to the list above.
 - A timeline for correcting the problem.
- 2) The **Note of Concern** must be cc'd to your Team Coach and the Program Office.
- 3) Once a **Note of Concern** is sent, the Team Coach will discuss the issue with both the recipient of the **Note of Concern** and the team members. Depending on the nature of the concern, the Coach may ask to meet with the team together or individually. The Team Coach will ensure that conflict resolution and communication is being used appropriately by the team, will work to support successful resolution, and ensure accountability to program requirements. **NOTE:** This could be a meeting that the Program Head and /or Instructor(s) participate in depending on the concern.
- 4) If a recipient of a **Note of Concern** does not correct the problem within the agreed upon time frame (and documentation has been provided), the Program Head and Instructor can determine whether the learner will receive a **differential grade** for the assignment. The Team Coach may be asked to support this process by providing supporting documentation and facilitating communications between the team, Instructor and/or Program Head. Only Instructors have the authority to grade assignments differentially and determine the process to do so.

- a). Member(s) who receives a differential grade must write a **letter of commitment** to the team and cc'd to the Team Coach and Program Head, outlining how they will address the issue(s) in subsequent assignments (if this is NOT the last assignment for this team) and the commitments they will meet. This letter can be an action step that is the result of a facilitated team discussion by the Team Coach regarding strategies moving forward.
- b). If at any time during the remaining time that the team is together, the learner fails to meet the commitments outlined in the **letter of commitment** and/or as outlined in the Team Agreement, additional differential grades may be assigned for the ongoing assignments. Furthermore, the Program Head may issue a **Letter of Expectation** (see process below) to the team member(s) which may ultimately lead to the member being [Required to Withdraw](#) from the course.
- c). If the awarding of a differential grade takes place at the end of a team's term, the requirement to meet performance and behavioral expectations carries over to the new team. Failure to meet those documented expectations can result in further differential grades and the learner may be [Required to Withdraw](#) (see process below) from the course or from the program.
- 5). In exceptional circumstances a "Note of Concern" may not be the appropriate next step and there may be a need to go directly to the Letter of Expectation process. That decision will be determined by the Team Coach, Instructor, and the Program Head.

If in Doubt

Contact the Team Coach at any time. Trish Dyck, MBA Team Coach, trish.1dyck@royalroads.ca

2. FORMAL LETTER OF EXPECTATION

In the event the team issue(s) are not resolved through the above guidelines, then an Instructor and/or a Team Coach can recommend that the Program Head consider a formal **Letter of Expectation** be delivered to the team and/or student(s) in question.

1. The **Letter of Expectation** is issued by the Program Head.
2. It summarizes the main issues/behaviours, lays out the behavioural / performance expectations moving forward, and sets a timeline for meeting those expectations.
3. The Team Coach, Instructors, Program Office, and team may be part of the process.
4. Failure to comply with the **Letter of Expectation** can result in a failing grade in the assignment and /or course as determined by the Instructor and Program Head.
5. Program Heads may request to the Dean that the student(s) be [Required to Withdraw](#) from the course and/or program, as outlined under RRU's Academic Regulations.

Timelines, Communication, and Privacy

Staff, faculty, and coaches endeavor to resolve team issues in a timely manner. Nevertheless, all team concerns take time to communicate, document, and resolve. Out of respect for everyone's privacy and dignity, not every action or step in this process will be communicated back to the team. RRU takes team issues very seriously and works hard to resolve them. Team Coaches will stay in touch and let you know we are working in the background. Depending on the specifics of the situation working through team challenges can take several weeks or more to work through.

Contact: Trish Dyck, MBA Team Coach, trish.1dyck@royalroads.ca