

# Code of Communication Conduct

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- In our ISER response to Standard I of the ACCJC accreditation assessment, “Mission, Academic Quality and Institutional Effectiveness, and Integrity”, it includes:

*The institution demonstrates integrity in all policies, actions, and communication.*

- In our college’s list of values, it includes “Ethics and Integrity”:

*We commit to respect, civility, honesty, responsibility, and transparency in all actions and communications.*

- The 2019-2024 Strategic Plan includes strategies necessary to improve communication.



- Hartnell College requested a Partnership Resource Team (PRT) through the Chancellor's Office's Institutional Effectiveness Partnership Initiative (IEPI).
- The College was notified the request was approved and developed an Innovation & Effectiveness (I&E) implementation Plan.
- A key aspect of the plan focuses on “employee engagement”, including improving communication between employee stakeholders.
- Various conflictual communication issues have occurred at the college the past year, involving various stakeholders across campus.



- Dr. Lofman and Dr. Hough collaborated to determine top priorities.
  - How do we define engagement and responsiveness?
  - Who are the key stakeholders for this endeavor?
  - What types of communication standards should be recommended?
- The Communication Studies literature was reviewed for recommended standards.
  - Intrapersonal Communication
  - Interpersonal Communication
  - Organizational Communication



- Existing APs and BPs were reviewed to avoid ignorance of existing institutional standards.
  - AP 3720
  - AP 3900
  - BP 4030
- Sister institutions were reviewed for best practices and possible templates.
  - City College of San Francisco
  - Grossmont College
  - Las Positas College
  - Modesto Junior College



- In reviewing the literature, standards, and existing practices, it was determined communication standards should be handled as values versus dictates.
- Communication standards should focus on positive behaviors.
- Communication standards should be simple to learn and universal in application.

<p><b>P</b></p>	<p><b>A</b></p>	<p><b>N</b></p>	<p><b>T</b></p>	<p><b>H</b></p>	<p><b>E</b></p>	<p><b>R</b></p>
<p>Avoid <b>PERSONAL</b> attacks</p> <ul style="list-style-type: none"> <li>• No name calling.</li> <li>• No demeaning language.</li> <li>• No bullying or harassment.</li> </ul>	<p><b>ACCEPT</b> differences</p> <ul style="list-style-type: none"> <li>• Different personalities and cultures.</li> <li>• Check your biases.</li> <li>• Work to know others.</li> </ul>	<p>Communicate what is <b>NECESSARY</b></p> <ul style="list-style-type: none"> <li>• Take a pause.</li> <li>• Private versus public confrontation.</li> <li>• Methods matter.</li> </ul>	<p>Be <b>TIMELY</b></p> <ul style="list-style-type: none"> <li>• Respect each other's time.</li> <li>• "48 or it's late"</li> <li>• Set communication reminders.</li> </ul>	<p>Practice <b>HEALTHY</b> Communication</p> <ul style="list-style-type: none"> <li>• Listening is purposeful.</li> <li>• Be open to criticism.</li> <li>• Thank each other.</li> </ul>	<p><b>ENGAGE</b> proactively</p> <ul style="list-style-type: none"> <li>• Reactive communication often backfires.</li> <li>• Find common ground.</li> <li>• Seek solutions.</li> </ul>	<p><b>REPAIR</b> broken communication</p> <ul style="list-style-type: none"> <li>• Apologies matter.</li> <li>• Hit the reset button.</li> <li>• Sincerity via changed behavior.</li> </ul>

# THE PROPOSAL (CONT'D)



<p><b>Avoid PERSONAL attacks</b> Learn to manage anger you may feel. Self-control and decorum are expected when communicating with others.</p>	<p>It can be easy to get angry at a colleague. Sometimes, we have very different perspectives and conflict is inevitable. In the heat of the moment, it can be tempting to lash out, saying or typing something hurtful and demoralizing. If we work to focus on issues, versus attacking one another, we will promote an environment where conflict is handled productively.</p>
<p><b>ACCEPT differences</b> Expand knowledge of other cultures, personalities and worldviews, recognizing these factors influence communication.</p>	<p>We are all unique and therefore have distinctive backgrounds that influence our communication. By acknowledging various perspectives, we are more likely to consider someone's response to a situation may be guided by their individual traits, personal experiences, and group memberships. This can prevent negative assumptions about our coworkers and foster inclusivity.</p>
<p><b>Communicate what is NECESSARY</b> Practice self-reflection before engaging: pause before responding, respect boundaries, and model positive communication methods.</p>	<p>Just because we can say something, fire off an email or gossip about a colleague doesn't mean we should. The old adage "think before you speak" is still applicable today. Who you say something to, what you say, when you say it, where you say it, and how you say it should all be considered before you actually do! Taking the time to consider communication results in fewer regrets.</p>
<p><b>Be TIMELY</b> Other's time is valuable. Communicating efficiently is respectful and requires preparation and punctuality from all parties.</p>	<p>If we make others' time as much as a priority as our own, we communicate a level of professionalism that tells each other "your time matters". Utilize "urgent" messages only when time is truly of the essence. If a coworker has sent you an email or left a phone message, they deserve a timely response. Using a two business-day standard to respond to a colleague promotes a culture of follow-through.</p>
<p><b>Practice HEALTHY communication</b> Active listening, humility, openness to constructive criticism, and expressing gratitude to others promotes positivity.</p>	<p>Hearing is not the same as listening; actively pay attention to what colleagues are trying to articulate. Humility is helpful: be open to suggestions and avoid defensive behavior. Remember: a little gratitude goes a long way in creating goodwill and helps prevent others from feeling taken for granted.</p>
<p><b>ENGAGE proactively</b> Seek tempered responses that focus on finding common ground, integrating points of agreement, and arriving at solutions.</p>	<p>Reacting quickly as a response to an emotional trigger might feel good, but it often results in hurt feelings and delayed decision making. Taking the time to inventory various responses to conflict will result in stronger communication. When we don't see each other as enemies, it is easier to find commonalities that lead to a better solution process while avoiding greater conflict.</p>
<p><b>REPAIR broken communication</b> Admit mistakes and practice apologies. Working to repair communication breakdowns is professional and refreshes relationships with others.</p>	<p>We all make communication mistakes and, as a result, communication breakdowns will occur. It is important to own any of our own missteps and offer apologies as appropriate. Doing so allows everyone involved to start with a clean communication slate and move forward. It may take some time to heal, but if we are deliberate and act with integrity, we will rebuild trust that may have been lost.</p>





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- A course shell has been set up in Canvas that can provide training on the seven different areas.

## Hartnell College Code of Communication Conduct

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Welcome! In this multi-module course, you will be introduced to some key communication standards expected of all Board members, administrators, faculty and staff. When you complete all modules, you will be awarded with a Certificate of Completion. Faculty members completing the course will receive ??? hours of flex credit. To get started, simply go to "Modules" to begin.





The Code of Communication Conduct is currently being presented to key stakeholder groups and committees:

- Presidential Cabinet
- College Planning Council
- Academic Senate
- California Schools Employee Association
- Student Senate



A pilot of the training will begin in March/April to include the following:

- 10 administrators/Board members
- 10 faculty members (full and part-time)
- 10 classified staff
- 10 non-classified staff
- 10 students



## Pilot and rollout:

- Feedback from constituents received by 03/17
- All training modules completed and live by 03/28
- Pilot modules open to trial participants on 03/29
- Participants to complete modules by 04/11
- Data analyzed and summarized by 04/18
- Presentations of trial data 04/19-04/29
- Planning for campus wide rollout May-July
- Training available for all stakeholders fall 2021



