
Department: People Services

Approved by: Executive Team

Operational Lead: Director, People and
Organizational Development

Revision Date:

Policy Number: HRC-062

Accountability: VP, People and Culture

Policy Origin Date: April 21, 2023

Review Date: April 21,
2024**POLICY TITLE:**

Conflict Resolution and Trust Building Policy

1 POLICY

- 1.01 Surrey Place recognizes that from time-to-time workplace conflicts can occur and this policy is one way to assist parties in resolving conflict with the intent of maintaining mutual trust, and a professional and respectful working relationships.

2 PURPOSE

- 2.01 The purpose of this policy is to provide an option to resolving conflicts in the workplace, while building trust in relationships.

3 SCOPE

- 3.01 This policy can apply to employee (both union, non-union, and management), student placements, volunteers, and contractors.
- 3.02 This policy does not replace any grievance entitlements for unionized staff or any other relevant articles in our Collective Agreement.
- 3.03 This policy does not replace any other relevant policies, which an individual may exercise their rights such as Workplace Discrimination and Harassments or Workplace Violence and Anti-Oppression and Cultural Safety policies and the employer's obligations to assess any workplace complaints and investigate when required.

4 LEGAL AUTHORITY

- 4.01 None noted

5 RESPONSIBILITY

- 5.01

6 DEFINITIONS

- 6.01

7 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

7.01 Code of Conduct Policy

8 PROCEDURES

8.01 The following outlines suggested steps that may be followed in an attempt to resolve the conflict/ issue

Depending on the nature of the conflict/issue and those involved, an individual may request to begin at a higher step than Step 1.

Individuals are advised to document their concerns and their attempts to resolve the issue.

As a support to staff involved in this process our Employee and Family Assistance Program (EFAP) may provide support.

Further support including providing guidance can be accessed through People Services and the Union. Any guidance requiring best practices in equity, diversity, inclusion, and accessibility (EDIA), (e.g., concerns relating to systemic barriers, microaggressions, racism, and discrimination of mental or physical ability, etc.) can be accessed through the Director of Community, Partnerships, and Innovation (CPI) and the Manager of Equity, Diversity, Inclusion, and Accessibility. To gain a better understanding of this process and guidelines, please refer to Appendix A: Mediation, Appendix B: Guidelines and Preparation for Mediation.

8.02 STEP 1:

If a conflict or issue does arise, Surrey Place encourages individuals to try and resolve the problem directly with those involved. Individuals may also choose to involve their supervisor if necessary and for guidance and support. If the conflict is with their supervisor, the individual can initiate Step 2. By exploring the issue in a professional and constructive fashion it should be possible to find an appropriate way to resolve the problem.

In discussing the conflict, please remember Surrey Place's values, our code of conduct policy and confidentiality policy still apply.

8.03 STEP 2:

If after discussion in Step 1, the individual feels the issue is still not resolved, they may request a meeting with the Supervisor's immediate manager and Vice-President, People, and Culture (or delegate). This request should occur within seven business days of the conclusion of Step 1. At this step, the employee's supervisor will be notified and may get involved in the resolution.

The purpose of this Step 2 meeting is to have discussions on the matter and create ideas for resolution.

The employee may have their union representative or a support person who is not involved in the workplace conflict participate in these meetings.

8.04 STEP 3:

If after Step 2, if resolution has not been reached, a voluntary mediation may be offered. Both parties must agree to mediation. This mediation may be provided either by an internal resource such as a People services staff, trained in conflict resolution and mediation or an external third party paid by Surrey Place, specializing in conflict resolution and mediation. This is the final step in the dispute resolution process.

9 ATTACHMENTS

9.01 Appendix A: Mediation

9.02 Appendix B: Guidelines and Preparation for Mediation

10 REVISION HISTORY

Date Revised	Reviewer (Director or designate)	Comments

Appendix A: Mediation

Objective: To find EDIA best practices to ensure that all staff members are valued and respected through the mediation process.

Mediator role: Be neutral mediators throughout the process, to encourage open conversation without judgement. Mediators work towards providing a safe space when staff feel uncomfortable expressing their opinions while remaining impartial to the concern. Mediators may ask some clarifying questions to gain a better understanding of the situation. Mediators will guide all parties involved with brainstorming next steps for facilitating diversity conversations in the workplace.

Mediation process:

Step 1: Concerns raised to People Services. People services identifies the issue as requiring the involvement of EDIA mediation. People Services contacts Manager of EDIA regarding the initiation of this process and connects the individual bringing forth the concern with the Manager of EDIA.

Step 2: Manager of EDIA contacts the individual to arrange a meeting. This meeting would be to listen and understand the concerns. If the individual agrees, EDIA manger will ask to meet with all involved parties separately to clarify the concern. Director of CPI, and Manager of EDIA will meet with parties involved separately. During these initial mediation meetings, mediators will provide a safe space for free expression, brainstorm ideas with parties involved separately, will recommend both parties meet to discuss. Throughout this process, mediators will play a neutral third-party role.

Step 3: If both parties involved agree to a mediation meeting together. Mediators will plan for all parties to meet. During this process, mediators will share information/suggestions with parties on communication, mindfulness, and self-reflections. Both parties are encouraged to be open to discuss their concerns, focusing on resolution. Mediators will share best practice tools and resources for conflict management; both together and separately with parties).

Step 4: Mediators will summarize and debrief with Peoples Services. Collect un-personalized data on EDIA request supports.

Appendix B: Guidelines and Preparation for Mediation

Mediation

Mediation is a voluntary and confidential process in which the mediator facilitates open and respectful communication between parties. Mediation is not meant to determine who is right or who is wrong. In a mediation process, the mediator assists parties in reaching a solution but does not make decisions. As such, only parties can agree on solutions or how to move forward with the situation.

Mediation allows parties to better understand and express their respective needs and interests, to share their concerns and to define the situation brought forward more clearly. In this process, parties are to find themselves options that could lead to mutually acceptable solutions. This is different from a more formal process, where decisions may be imposed onto parties.

Overall mediation allows to:

- encourage sharing of information,
- establish or re-establish communication between parties,
- establish or re-establish professional relations between parties,
- clarify misunderstandings and perceptions,
- help parties understand each other's view, needs, interests and realities,
- encourage positive and productive exchanges between parties and shift the focus from the past to the future,
- help parties to realistically evaluate alternatives.

Mediator Role

The role of the mediator is to be impartial throughout the process, to support parties in listening to each other and encourage open and respectful communication.

Be neutral mediators throughout the process, to encourage open conversation without judgement. Mediators work towards providing a safe space when staff feel uncomfortable expressing their opinions while remaining neutral to the concern. Mediators may ask some clarifying questions to gain a better understanding of the situation. Mediators will guide all parties involved with brainstorming next steps for facilitating diversity conversations in the workplace. Mediators may encourage diversity and inclusion questions throughout the discussion.

Guidelines for Mediation Parties

Before Mediation:

- Voluntarily accept to participate in the mediation process with openness and respect,
- Think about the key concerns as you see them and as the other party may see them,
- Identify possible solutions that might satisfy your interests as well as the interests of the other party,
- Prepare an opening statement of the reasons supporting the dispute as well as the reasons to have accepted to participate in mediation process,
- Share your own perspectives and try to understand and respect the other party's perspective,
- Have empathy for others, understanding your own resilience.

During Mediation:

- Set the stage:
 - Parties to share statement of concern, goals/reflections and what they would like out of this meeting,
- Safe environment for parties to discuss,
 - Share own perspectives and respecting what others have to say to express vulnerability.
- Have empathy for others, understanding you own resilience,
- Listen without interruption,
- Communicate in an open and honest manner,
- Do not criticize one another,
 - Use I statements,
 - Do not make assumptions for the other party,
- Everyone will have time to speak,
- Avoid disrespectful language and attacking,
- Allow others to ask questions without judgment,
- Expect different viewpoints,
- Brainstorming session
 - Actively contribute to finding options
 - Solutions should be the common goal between parties,
 - State needs not wants,
 - based on reflections, what is it that parties *need* from one another to move forward in the work

