Workplace Conflict Resolution Policy

1. **Problem resolution policy**

The Organization is committed to sustaining a positive work environment in which employees work constructively together. The problem resolution policy and process has been established as a foundation for ensuring that the work environment remains positive.

The problem resolution policy is intended to:

- Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal
- Improve communication and understanding between employees; and between employees and their supervisor
- Ensure confidence in management decisions by providing a mechanism whereby management decisions can be objectively reviewed
- Support a positive work environment by allocating supervisors responsibility for preventing and resolving conflicts and complaints
- Identify organization policies and procedures which need to be clarified or modified

Employees who are experiencing a work related conflict or have a complaint are encouraged to resolve it through discussions with their supervisor whenever possible

All requests for conflict resolution, complaints and appeals shall be fully investigated and a reply will be given as quickly as possible.

Penalty or retaliation against an employee who initiates conflict resolution or makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action.

2. **Procedures**

Note: Although not required, employees are encouraged to follow the informal approach to problem resolution prior to making a formal complaint.

Informal conflict resolution and complaint process

1. Employees who experience a work related conflict or who have a complaint should

first attempt to discuss the matter with their supervisor. In some situations this may be difficult or inappropriate. In these cases, the employee may request a meeting with the next level of management or a Human Resources representative to discuss the problem.
2. The supervisor, the next level of management or the Human Resources representative will analyze the merits of the conflict resolution request or complaint, and within two (2) working days will meet with the employee to inform the employee of the proposed plan of action.
3. If the employee is not satisfied with the informal resolution of the problem, he or she may proceed informally to the next level of management or proceed with the formal problem resolution process.

Formal conflict resolution and complaint process

1. Employees who have a complaint or require management intervention in relation to a work related conflict and wish to initiate the formal problem resolution process must prepare written documentation, with supporting details, of the conflict situation or complaint and submit it to the supervisor.
2. The supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with a Human Resources representative and other relevant individuals, if necessary.
3. Within five (5) working days of receiving the conflict resolution request or complaint, the supervisor will complete the investigation and prepare a written response. The supervisor will forward a copy of the response along with a request that the employee sign and date the copy to confirm he or she has received the reply and agrees or disagrees with the supervisor’s plan of action.
4. If the employee agrees with the recommended plan of action, the supervisor will send a copy of the signed reply to Human Resources for inclusion in the employee’s personnel file.
5. If the conflict or complaint has not been resolved to the employee’s satisfaction, the supervisor will forward the complete file, including the conflict resolution request or complaint, documentation of relevant factual information, analysis of the information, the conclusion, and the recommended resolution, to the next level of management.
6. The next level of management will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. The next level of management will forward a response to the employee either concurring with the previous resolution or proposing an alternative resolution.
7. If the employee agrees with the resolution at this stage, the next level of management will send a copy of the signed reply to Human Resources for inclusion in the employee’s personnel file.
8. If the complaint has not been resolved, the employee can request the complaint be investigated by the most senior executive. The decision and recommendations made by the most senior executive will be final.