



Category:	Human Resources
Administered by:	Chief Operating Officer & Human Resources (HR) Committee
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Review History:	

CONFLICT RESOLUTION POLICY

1. PURPOSE

- 1.1 The Students' General Association is committed to sustaining a positive work environment in which employees work constructively together. The conflict resolution policy and process has been established as a foundation for ensuring that the work environment remains positive.
- 1.2 The conflict resolution policy is intended to:
 - 1.2.1 Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal
 - 1.2.2 Improve communication and understanding between employees; and between employees and their supervisor
 - 1.2.3 Ensure confidence in management decisions by providing a mechanism whereby management decisions can be objectively reviewed
 - 1.2.4 Support a positive work environment by allocating supervisors responsibility for preventing and resolving conflicts and complaints
 - 1.2.5 Identify organization policies and procedures which need to be clarified or modified

2. PROCEDURE

- 2.1 Employees who are experiencing a work-related conflict or have a complaint are encouraged to resolve it through discussions with their supervisor whenever possible.
- 2.2 All requests for conflict resolution, complaints and appeals shall be fully investigated and a reply will be given as quickly as possible.
- 2.3 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.
- 2.4 Although not required, employees are encouraged to follow the informal approach to problem resolution prior to making a formal complaint.



3. INFORMAL CONFLICT RESOLUTION AND COMPLAINT PROCESS

- 3.1 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 Chief Operating Officer to discuss the problem. If the problem is concerning the Chief Operating Officer, if comfortable enough to do so, it is advised to speak with him/her directly or alternatively, a member of the executive team.
- 3.2 The supervisor or the Chief Operating Officer 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.
- 3.3 If the employee is not satisfied with the informal resolution of the problem, he or she may proceed informally to the Chief Operating Officer or proceed with the formal conflict resolution process.

4. FORMAL CONFLICT RESOLUTION AND COMPLAINT PROCESS

- 4.1 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.
- 4.2 The supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with the Chief Operating Officer representative and other relevant individuals, if necessary.
- 4.3 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.
- 4.4 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.
- 4.5 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 Chief Operating Officer.
- 4.6 The Chief Operating Officer 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.

- 4.7 If the employee agrees with the resolution at this stage, the Chief Operating Officer will add a copy of the signed reply for inclusion in the employee's personnel file.
- 4.8 If the complaint has not been resolved, the employee can request the complaint be investigated by the Diversity, Equity and Human Rights Office and brought forward to the Chair of the SGA/AGÉ Board of Directors to be presented at the next scheduled meeting. At this time, the Chair of the Board of Directors must bring this information to the Board of Directors. The decision and recommendations made by the SGA/AGÉ Board of Directors will be final.