

HIRRA Conflict Resolution Procedure
Approved with amendments, ~~December 9, 2015~~ March 13, 2019

HIRRA's by-laws call for the establishment of "grievance procedures for HIRRA employees and contractors and volunteers; ~~shall establish~~ procedures for the resolution of conflicts with and within HIRRA, and shall encourage general peace and good relations within the community." (Approved ~~16 January 2006~~ April 2018)

This conflict resolution process has been established as a foundation for ensuring that the work environment remains positive and to fulfill the mandate given the executive by the membership. The term "employee" herein will include contractors and committee volunteers.

The conflict resolution procedure is intended to:

1. Provide the opportunity to resolve a conflict or complaint quickly, fairly and without reprisal;
 2. Improve communication and understanding between employees; and between employees and their supervisor;
 3. Ensure confidence in management decisions by providing a mechanism whereby management decisions can be objectively reviewed;
 4. Support a positive work environment by allocating supervisors the primary responsibility for preventing and resolving conflicts and complaints; and
 5. Identify organization policies and procedures which need to be clarified or modified.
6. Assure a positive and productive environment within all HIRRA committees tasked with volunteer community work.

Employees who experience a work-related conflict or have a complaint are encouraged to resolve it through discussions with their immediate supervisor whenever possible. A more formal approach can be initiated if the informal discussions fail to achieve resolution or the employee(s) have reason to believe that an informal venue would be difficult or inappropriate.

Conflicts involving a supervisor and his/her management committee shall be referred to the HIRRA executive for resolution following the procedures below as appropriate.

All requests for conflict resolution, complaints and appeals shall be fully investigated and responded to as quickly as possible. Strict confidentiality of all employee records and dispute resolution documents will be respected and maintained. In particular, individual written accounts of a conflict situation or complaint will not be shared without that person's express permission.

Penalty or retaliation against an employee who initiates conflict resolution, makes a complaint, or participates in a problem resolution investigation will not be tolerated and will be subject to disciplinary action as determined by the policies and procedures of the committee and/or HIRRA.

Procedures

Informal Conflict Resolution and Complaint Process

1. Employees who experience a work-related conflict with another staff person or volunteer, or have a complaint about another staff person or volunteer, should first attempt to discuss the matter with their supervisor or Committee Chair.
2. In a situation where it may be difficult or inappropriate to discuss this only with the supervisor or Committee Chair, then the employee may request that the Chair or a delegate of the appropriate HIRRA committee participate in a meeting with the supervisor or a HIRRA Executive member so that the employee can freely express him/herself. Such a meeting regarding a staff member's complaint will always include at least two people other than the person with the concern. Accurate minutes of that meeting will be taken and kept at least until the issue is resolved. These minutes will be available to the members of the relevant HIRRA Committee, to the HIRRA executive, and to the person towards whom the complaint was directed.
3. Following this meeting, the Committee Chair or delegate will analyze the merits of the conflict resolution request or complaint, and within a set period agreeable to the participants will meet with the employee to discuss a proposed plan of action. This proposal may include asking the HIRRA executive to assume responsibility for the resolution of the conflict.
4. If the employee is not satisfied with the informal resolution of the problem, he or she may proceed with the formal problem resolution process.

Formal Conflict Resolution/Complaint Process Regarding Staff Other Than the Supervisor

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 their supervisor and to the committee chair or delegate. (Any complaint regarding a Supervisor will follow this formal conflict resolution process.)
2. If the complaint is about a fellow staff person, the committee chair or delegate and the supervisor will investigate the merits of the conflict resolution request or complaint. The supervisor will consult with other relevant individuals, if necessary.
3. Within a set period agreeable to the participants after receiving the conflict resolution request or complaint, the committee chair or delegate and the supervisor will complete the investigation and prepare a written response. The committee chair or delegate and

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 Committee Chair's and the supervisor's plan of action.

4. If the employee agrees with the recommended plan of action, the supervisor will place a copy of the signed reply in the employee's personnel file.

5. If the complaint is still not resolved, the Committee Chair or delegate and 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 HIRRA Executive. The HIRRA Executive will delegate responsibility for the next steps to the executive member who has responsibility for the oversight of the conflict resolution procedure.

The HIRRA executive member, together with a committee of people familiar with conflict resolution procedures, will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. They will forward a written response to the employee, either concurring with the previous resolution or proposing an alternative resolution.

6. The decision and recommendations made by this committee will be final.

Formal Conflict Resolution and Complaint Process Involving the Supervisor

Any complaint regarding a supervisor ([herein including Committee Chair](#)) will follow a formal conflict resolution process.

1. Employees who have a complaint or require the intervention of the relevant HIRRA committee in relation to a work-related conflict with their supervisor must prepare written documentation, with supporting details, of the conflict situation or complaint and give it to the chair or delegate of the relevant HIRRA committee with a copy going to the HIRRA Executive as well.

2. The committee chair or delegate and a member of the HIRRA Executive (if desired) will analyze the merits of the conflict resolution request or complaint, and within a set period agreeable to the participants will meet with the employee to discuss a proposed plan of action, which may include asking a trained mediator to facilitate a conflict resolution process.

3. Within a set period agreeable to the participants after receiving the conflict resolution request or complaint, the committee will investigate any relevant issues in the file and any newly discovered evidence or information that may arise during the problem resolution process. They will forward a written response to the employee, either concurring with the previous plan or proposing an alternative resolution plan.

The relevant HIRRA committee 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 committee's plan of action. A copy of this document will be given to the committee chair at the same time.

4. If the employee agrees with the recommended plan of action, the committee will place a copy of the signed reply in the employee's personnel file and monitor any plan

that has been created to address the concern.

5. If the conflict or complaint has still not been resolved to the employee's satisfaction, 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, will be forwarded to the HIRRA Executive for resolution. The executive, in turn, may delegate responsibility for this step to the member with oversight of the conflict resolution procedure and the committee mentioned above. The decision and recommendations made by the executive will be final.

6. The committee chair will put a copy of the signed reply in the employee's personnel file.

Conflict Resolution and Complaint Process Involving Members of the Community and HIRRA Committees or Executive

Persons who experience conflict between themselves and a HIRRA committee or its executive are encouraged to resolve it through direct discussions with the committee or the executive. A more formal approach can be initiated if the informal discussions fail to achieve resolution and will follow the general outline of the procedures detailed above such as providing written documentation.

Some conflicts may be resolved by placing them on the agenda of a regularly scheduled public HIRRA meeting, putting a motion forward, and having it discussed and voted. Others may be resolved by standing for election at the Annual General Meeting.

Where the appointment of a mediator is in order, both parties can agree on an individual or each can select a mediator and the two mediators can select a third.

[HIRRA has purposely included all those who work for the community in both paid and volunteer positions that advance community projects and objectives, in order to voluntarily comply with the Psychologically Safe Workplace recommendations \(a voluntary protocol meeting CSA approval under the Mental Health Commission of Canada\).](#)

[Adopted: 2015](#)

[Revised: 2019](#)