

C2.1 Conflict and Grievance Resolution	
PURPOSE	To outline the supports and process for resolution of disputes, wrong doings, complaints or protests about operations, personnel, practices or policies of Unison.
SCOPE	Applies to all Unison employees, clients and members of the public.
POLICY SPECIFIC DEFINITIONS	<p>Complaint A complaint is an expression of dissatisfaction about the service, actions, or lack of action by Unison as an organization or a staff member or volunteer acting on behalf of the organization.</p> <p>Conflict Resolution: The process by which two or more parties reach a peaceful resolution to a dispute. https://www.thebalancecareers.com/conflict-resolutions-skills-2063739</p> <p>Grievance: The real or imagined wrong that causes an individual to file a complaint or protest and the harm or cost suffered because of some action or inaction. https://professionalleadershipinstitute.com/resources/what-is-a-grievance-and-how-to-file-one/</p>
POLICY or INFORMATION STATEMENT	<p>Unison recognizes the importance of providing a complaint, conflict and grievance resolution system that enables concerns about organizational issues and disputes to be brought forward. Complaint resolution is an important tool for quality assurance and the prevention of future occurrences. No complaint or dispute should be left unaddressed.</p> <p>Complaints will be addressed in a timely manner no matter what the source, including:</p> <ul style="list-style-type: none"> • Members of the public • Employees • Clients • Others <p>The complaint resolution process will be operated in a fair manner and take into account the rights of persons involved. Any individual who lodges a complaint up to and including a final appeal to the Board, will be assured that the action will not result in retaliation.</p> <p>All aspects of the complaint framework are subject to annual review to determine trends, corrective action, and shifts in policy or procedures. This includes complaints progressing through any step of the process:</p> <ul style="list-style-type: none"> • One on one discussion • Conflict resolution - supervisory involvement • Conflict resolution - senior management involvement • Formal grievance to the CEO or designate • Appeal of CEO decision to the Board of Directors or appointed designate.

	<p>Written documentation of the conflict resolution process will be kept on file in the general office. A sealed copy of the results of the process will be kept on the employee or client file. In cases where there is no employee or client, the complaint will be kept in the general office, in locked storage.</p>
<p>PROCEDURES</p>	<p>The conflict resolution and grievance process is hierarchal in nature and progresses from least to most formal. The initial verbal attempt at resolution, is the least formal. If the initial conflict resolution stage is ineffective, the process moves to increasingly formal stages.</p> <p>Most complaints and grievances require some amount of investigation whether formal or informal. Employees and managers involved in a complaint must familiarize themselves with Policy C3.2 Investigations. Depending on the severity of the allegation, a formal investigation might be required from the beginning of the process. In general, the investigation would be implemented at Step 2 or 3, by senior management.</p> <p>If it is determined at any point in the conflict resolution process that an employee engaged in inappropriate behaviour or misconduct, Policy H3.3 Disciplinary Action will be implemented.</p> <p>1. Individual Approach – Conflict Resolution</p> <ul style="list-style-type: none"> • The employee, client or member of the community who has a concern should attempt to speak to the individual with whom they have the problem. If the concern involves a policy or procedure rather than a person, the concern should be addressed to the supervisor of the applicable area. • As much as possible, the person bringing forward the complaint should provide details. This includes: <ul style="list-style-type: none"> ○ Individuals involved including clients, staff and witnesses. ○ Facts surrounding incident ○ Location and time • Any employee or supervisor approached with a problem should write the details down on a Complaint Resolution Form. • The same Complaint Resolution form will be used for the entire process, whether the complaint is resolved at Step 1 or continues to the last possible appeal. <p>2. Supervisory Involvement – Conflict Resolution</p> <ul style="list-style-type: none"> • If the individual approach in Step 1 does not bring about a resolution, the complainant may request that a direct program Manager review the issue. This request may be verbal or in writing. The Manager must initiate the review within three business days of the request using the original Complaint Resolution Form. If no form was started previously, the Manager must start one now. • The Manager should inform their supervisor (Senior Manager, Site Director or Director) that a complaint has been brought forward. • Within ten days of becoming aware of the unresolved issue, the program Manager will attempt a resolution meeting with the parties involved. <p>3. Senior Management Involvement – Conflict Resolution</p> <ul style="list-style-type: none"> • If Step 2 does not bring about a resolution, the grievant will forward the concern <u>in writing</u> to the senior management of the area (depending on the area this may be a senior manager, site director, or director) within five business days of the discussion noted above. Senior management will provide a written response within two weeks. • The senior management involved may determine that a formal investigation is required. Especially if an outside investigator is engaged, the timelines may be extended.

	<p>4. Formal Grievance – Referral to CEO</p> <ul style="list-style-type: none"> • If Step 3 does not bring about a resolution, the next step is to file a formal grievance with the Chief Executive Officer or designate within thirty days of the above response. • All documentation of previous attempts to resolve the situation will be forwarded to the CEO or designate including a description of the issue and any steps taken to rectify the situation. • The CEO or designate, in consultation with all parties involved, will determine a meeting time as soon as practical and will invite all to present their concerns. The CEO or designate will verbally notify the grievant of the decision within three days of the meeting and in writing within ten days of the meeting. <p>5. Final Appeal</p> <p>If the grievant does not feel the CEO or designate provided satisfactory resolution in Step 4, the grievant has the option of appealing to the Board of Directors or appointed Board designate. The appeal is to be submitted in writing and will include the following information:</p> <ul style="list-style-type: none"> • Actions taken to resolve the situation • Responses to the actions <p>The Board of Directors or Board designate will review the Complaint Resolution form and any associated documents to determine if further investigation is required. A written decision will be forwarded to the complainant within 30 working days. The decision of the Board of Directors or designate will be final.</p> <p>Documentation:</p> <ol style="list-style-type: none"> 1. Written documentation of the complaint and all material related to steps of the investigation are to include: <ul style="list-style-type: none"> • date and time • individual interviewed or document reviewed • information garnered to support or discredit the allegation • signature of individual documenting the material or reports 2. Records related to the complaint and investigation are not placed on any personnel file and are instead, maintained separately and classified accordingly – access to the records is on a strictly “need to know” basis. 3. Upon conclusion of the investigation, a sealed envelope containing the following will be placed on the employee file that includes: <ul style="list-style-type: none"> • date of the misconduct • what the breach or misconduct is related to • the findings of the investigation (substantiated or unsubstantiated) • the Unison designate that investigated the matter 4. In circumstances where the investigation is found to be frivolous or vexatious, a note will be placed on the allegor’s file 5. Documentation related to the misconduct may be removed from the file after five (5) years of completion of the investigation
RELATED POLICIES	H3.3 Disciplinary Action
ADDITIONAL RESOURCES	Complaint Resolution Form

Date of Last Review / Revision:	October 17, 2024
Effective Date:	August 1, 2023
Approval Level:	CEO
CAC Standards:	5.1.3, 5.1.4, 5.2.6
Imagine Canada Standards:	A15