

**SECTION III: EMPLOYMENT CONDITIONS**

**CODE NUMBER: 3.01.08**

**POLICY: PROBLEM RESOLUTION**

**Proposed Revisions April 28/08**

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**INTRODUCTION**

In any situation where conflicts or other problems arise between a Professional/Managerial (P/M) employee and his or her colleagues, it is anticipated that the issue will be resolved through discussion and possibly through use of conciliatory techniques such as mediation and facilitation. Employees should attempt to resolve issues as early as possible, before they have an opportunity to escalate. Employees are reminded in this Policy of the various supports available to aid them in resolving conflicts and other problems.

**ELIGIBILITY**

All non-probationary P/M staff members who hold full or part-time staff appointments with the University including P/M staff members whose complaint pertains to the termination of their employment with the University.

**CONSULTATION WITH HUMAN RESOURCES**

If a P/M staff member requires assistance prior to raising a complaint, he/she is encouraged to discuss the issue with the manager/director of any human resources office, whether or not it is the HR office for the P/M's own division. The HR manager/director can assist the P/M staff member in determining such matters as whether there is an issue that should be raised, how to raise it, with whom to raise it, and the range of resolutions that might be possible.

Supervisors who receive a complaint are also encouraged to seek advice from their divisional human resources offices.

**PROCESS**

Professionals/Managers are encouraged to resolve problems through full and open discussion of the problem with their immediate supervisor.

Where discussion with his/her immediate supervisor is not appropriate or fails to resolve the problem, the staff member may discuss the matter with, and if he/she wishes, present a written complaint to:

1. the person to whom the P/M's immediate supervisor reports, and from there may proceed to raise the concern through successively higher levels of management to the division head until resolution is reached; or
2. the Vice-President, Human Resources & Equity, or designate if step 1 is not appropriate, for example in the case of employees who report directly to a division head.

If the P/M staff member follows step 1 and is not satisfied with the Division's response, he/she may discuss it directly with the Vice-President, Human Resources & Equity, or designate.

Depending upon the type of issue raised, the University may, in its discretion, investigate further and/or upon the consent of the parties engage in facilitation or mediation.

Supervisors who receive complaints are encouraged to consider whether it would be useful to engage any internal or external resources such as mediation, facilitation or the Employee and Family Assistance Program.

A P/M staff member who raises a complaint under this Policy will receive a timely response. Such response may be verbal or written and will include an outline of the complaint, any steps taken to investigate the complaint, and the University's decision regarding the complaint.

## *PROPOSED REVISIONS*

No P/M staff member shall be subject to reprisals for any complaint that he/she brings forward in good faith.

For any P/M positions at a level or in a division of the organization where the process outlined above is not appropriate, this should be discussed with the Vice-President, Human Resources and Equity, or designate in order that an analogous process can be provided.

The University reserves the right to decline to apply this Policy in situations where a complaint is also pursued through another avenue.