



## POLICY AND PROCEDURE MANUAL

**SECTION: Human Resources**

**POLICY: HR 20**

**REVISED:** June 2025  
October 2022; November 2014

**PAGE: 1 of 3**

---

### EMPLOYEE CONFLICT RESOLUTION

---

#### **PREAMBLE**

Contact Brant is committed to providing a respectful and fair working environment free of conflict. Conflict resolution and grievance procedures for employees are established to provide employees with a means to raise concerns in an open and fair manner regarding any conflict in the workplace, to express any dissatisfaction with respect to issues related to their employment, or to identify any deviation from policies and procedures or legislation.

Procedures should ensure prompt and reasonable resolution. Under no circumstance should any employee fear discrimination or reprisal in the workplace as a result of the filing of a complaint.

#### **POLICY**

Contact Brant is committed to providing a respectful and fair working environment. To this end, Contact Brant promotes and supports resolution of conflict and employee responsibility to identify conflicts, without fear of discrimination or reprisal.

#### **PROCEDURE**

1. **Employee Responsibilities:** Every employee is responsible for creating and maintaining a conflict-free workplace.
  - 1.1. Under ideal circumstances, the employee identifying the conflict will discuss any unwanted behaviour or actions with the offending party(s) and will reach a reasonable resolution.
  - 1.2. In the event that a discussion is not feasible or fails to reach a reasonable resolution, the employee should report the unresolved conflict to their supervisor or the CEO. If the unresolved conflict is with the CEO, the employee should contact the Chair of the Board of Directors.
  - 1.3. All employees have a responsibility to report to management when they become aware of conflicts including:
    - Disputes between co-workers or management that have unwanted and unresolved consequences
    - Perceived unfair or inequitable treatment
    - Harassment whether sexual, discriminatory, or personal in nature
    - Abuse of authority.

- 1.4. Employees are responsible for maintaining confidentiality regarding their involvement and the complaint itself.
  - 1.5. Employees are required to fully comply with the Conflict Resolution Policy including co-operating with any investigations.
  - 1.6. Employees must be aware that anonymous complaints will not be reviewed.
2. Management Support and Intervention: Management will ensure that under no circumstance should an employee fear discrimination or reprisal in the workplace as a result of the filing of a complaint and will respect confidentiality of information shared by each employee.
- 2.1. Management will ensure prompt response and support a reasonable resolution by properly investigating the situation. Investigation may include documentation of the details of the unwanted circumstance(s), the names of any applicable witnesses, and any attempts made to resolve the issue; interviews with other employees involved or witnesses.
  - 2.2. Management will ensure employees are treated fairly throughout the process, as either a complainant, or alleged offending party.
  - 2.3. All attempts shall be made to reach a reasonable resolution through mediation of the complaint with both parties' involvement. Although it is ideal that the parties meet together with management, it is not required if an employee is not in agreement with the meeting. Management may present some possible resolutions available and seek consensus for the resolution; if consensus cannot be reached, management will need to render a decision that all parties will be required to accept to resolve the matter.
  - 2.4. The Chief Executive Officer will be responsible for enacting any further preventative measures following an investigation to ensure a workplace that is free from harassment.
3. Outcomes of Conflict Complaints:
- 3.1. *Lack of Evidence:* If a complaint is not substantiated due to lack of evidence or other reasons, both parties shall be informed with the rationale used. The complainant shall be notified first. Both parties will be reminded that an unsubstantiated complaint does not necessarily mean that it was filed under false or frivolous pretences. A complainant may request that the investigation be re-opened in the event that pertinent new evidence can be provided, or a reprisal due to the allegation has occurred.
  - 3.2. *Corrective Action:* If an investigation results in evidence that the conflict was based on unwanted behaviour or action of an employee(s) against another employee(s), or that an employee has breached policies or job responsibilities, the Chief Executive Officer may discipline the employee following the Progressive Discipline Policy. The complainant will not be provided with the details of any disciplinary action but can be informed that the issue has been addressed

- 3.3. *False or Frivolous Complaints*: Employees should be cognizant of the fact that a formal complaint against another employee is a serious allegation. Where a complaint is found to be either false or frivolous, or where supporting documentation for a complaint has been falsified, the complainant may be subject to disciplinary measures according to the Progressive Discipline Policy.
4. Records: The Chief Executive Director will file all formal complaints and accompanying documentation including findings of any investigation in a secure file folder. Documentation relating to an employee will also be kept in the files of those employees involved in the conflict and will not contain information that has not been addressed with each employee.
  - 4.1. Information from a previous investigation resulting in a substantiated complaint may be used for review and consideration purposes in the event of a new allegation.
5. Agency Reporting: The Chief Executive Officer will report to the Board of Directors on any formal conflict resolution reviews and the general nature of the issues without disclosing employee names or specific identifying details.