

1.0 Preamble

SKG's Wellness Model envisages an integration of individuals (members of SKG's community) into SKG's community and Anishinaabe nations. The Wellness Model envisages a role for elders in that integration.

SKG is committed to a safe and respectful learning and work environment.

Where conflicts emerge between members of the SKG community, SKG is committed to follow Anishinaabe ways to address and resolve conflict, wherever possible and appropriate, with the assistance of elders.

2.0 Purpose

This policy sets out requirements and responsibilities for SKG's approach to conflict resolution.

3.0 Definitions

"Director of Human Resources" means the senior executive in SKG responsible for human resources policies and oversight of human resources operations (regardless of the title of that position).

"Elder Advisor" means an elder who is a member of an Anishinaabe community who has been requested by SKG to assist in a process of conflict resolution.

"Employee" means a person who performs work for wages in any capacity for SKG, whether a full-time or part-time employee, and whether or not the employee has supervisory duties. Independent contractors and volunteers are excluded from this definition.

"Member of the SKG community" means a director on the board of governors, employee, student, volunteer, or other individual playing an analogous role (for example, a student of another institution on a work placement or internship).

"SKG" means Shingwauk Kinoomaage Gamig.

"Student" means, for the purposes of this policy, a student enrolled in course or program at SKG, and includes a student registered in another institution who is enrolled in a course or courses at SKG.

"Supervisor" means the SKG officer or employee to whom an employee reports directly.

4.0 Scope and Application

This policy applies to all members of SKG's community, including directors on the board of governors, employees, students, volunteers, or other individuals in analogous roles (for example, students of other institutions on work placements or internships).

SKG may choose to follow this policy to address and resolve any conflict between any members of SKG's community, except where the conflict involves students and is more appropriately addressed by SKG's academic policies.

4.1 Application in resolutions of complaints and concerns concerning employees addressed by other policies

This policy may have application to resolve complaints and concerns addressed by other SKG policies and associated procedures concerning violence, discrimination, harassment, or other misconduct (as defined by SKG's policies) involving employees, including:

- HR 04 Safe and Healthy Workplace (in particular, sections concerning workplace violence)
- HR 05 Prevention of Harassment and Discrimination
- HR 06 Conflict of Interest and Sexual Misconduct in Employee-Student Relationships

This policy has application where the requirements of these policies concerning dispute resolution based on principles of restorative justice are met:

- The Director of Human Resources has determined that an alternative response based on principles of restorative justice would be appropriate given the nature or impact of the conduct that is the subject of a complaint,
- The Director of Human Resources has determined that use of this policy concerning Conflict Resolution would be an appropriate response, and
- All other requirements of the applicable policy concerning use of a response based on principles of restorative justice have been met.

4.2 Application in resolution of conflicts not addressed in other policies

SKG may choose to offer the process of resolution established by this policy and its associated procedure in any other context where conflict has occurred or is occurring among members of SKG's community.

Exception: Conflicts involving students shall not be addressed by this policy where student conduct is addressed by SKG's academic policies.

5.0 Conflict resolution

The Director of Human Resources may choose to offer a process of conflict resolution where:

- A member of the SKG community requests assistance to resolve a conflict with another member of the SKG community;
- A supervisor requests assistance to address a conflict between employees, or between an employee and another member of the SKG community;
- The Director of Human Resources otherwise becomes aware of a conflict where a process of conflict resolution may be helpful; or

- The Director of Human Resources determines that this policy may be used to resolve complaints and concerns addressed by other SKG policies and associated procedures concerning violence, discrimination, harassment, or other misconduct (as defined by SKG's policies) involving employees.

SKG is not obligated to offer this process if it is requested.

5.1 Voluntary participation

All members of the SKG community are encouraged to participate in the process of conflict resolution mandated by this policy if SKG chooses to offer this process to help resolve a conflict involving them.

A member of the SKG community is not obligated to participate in the process of conflict resolution mandated by this policy if they choose not to participate.

SKG shall ensure that no discipline or other retaliation occurs solely as a result of an individual's refusal to participate in a process of conflict resolution.

5.2 Process of conflict resolution

The Director of Human Resources shall establish a process of conflict resolution focused on a specific issue (or related issues) of conflict where:

- The conflict that has occurred is within the scope of this policy,
- The Director of Human Resources has determined that the process of conflict resolution mandated by this policy may be useful, and
- Members of the SKG community involved in the conflict have agreed to the process.

The process of conflict resolution shall:

- Be led by an Elder Advisor who is a member of an Anishinaabe community and recognized in that community for their wisdom and good judgement,
- Make use of Anishinaabe values and norms in a respectful engagement of all members of the SKG community involved in the process,
- Come to resolution within a reasonable amount of time, and
- Have an outcome determined by the recommendations of the Elder Advisor.

5.3 Outcomes of the process of conflict resolution

Outcomes of a process of conflict resolution may include recommendations from the Elder Advisor, applying to a member or members of the SKG community involved in the conflict, for:

- No further actions or commitments since the conflict has been resolved,
- No further actions or commitments because the concerns leading to the process were unjustified,

- An apology,
- A reprimand,
- Commitments to changes in conduct,
- An agreement for steps to be taken in restoration,
- Referral to an investigation or disciplinary process under another policy of SKG,
- Referral to SKG's Director of Human Resources for consideration of employee discipline (in the case of an employee), or
- Another outcome deemed appropriate by the Elder Advisor.

The Elder Advisor shall not recommend an apology, commitments to changes in conduct, or an agreement for restorative steps unless the affected members of the SKG community involved in the process have agreed to abide by the recommendation(s).

5.4 Procedure for process of conflict resolution

The Director of Human Resources shall establish a procedure associated with this policy that sets out expectations and requirements to be met by a process of conflict resolution mandated by this policy.

6.0 Related Policies, Procedures & Documents

HR 04 Safe and Healthy Workplace and its associated procedure

HR 05 Prevention of Harassment and Discrimination and its associated procedure

HR 06 Conflict of Interest and Sexual Misconduct in Employee-Student Relationships and its associated procedure

ACAD 06 Student Conduct (Non-Academic) and its associated procedure

ACAD 07 Sexual Harassment and Violence Involving Students and its associated procedure

ACAD 10 Student Appeals and its associated procedure

SKG's policies and procedures may be found [here](#).

7.0 Responsible Officer

Director of Human Resources

8.0 Version history

Approved by: Board

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