

### 1.0 Preamble

This procedure sets out how the policies in SKG's Policy HR 07 Conflict Resolution shall be put into effect.

### 2.0 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 (such as a student of another institution in an internship or work placement).

"SKG" means Shingwauk Kinooamaage 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.

### 3.0 Process for conflict resolution

#### 3.1 Initiation of process

As set out in the policy associated with this procedure, a conflict resolution process may be:

- Requested by a member of the SKG community,
- Requested by a supervisor, or
- Initiated by the Director of Human Resources.

A member of the SKG community or a supervisor shall make a request for a process of conflict resolution to the Director of Human Resources.

The Director of Human Resources shall decide whether to initiate a process of conflict resolution, taking into consideration the provisions of SKG's policies.

If the Director of Human Resources determines that a process of conflict resolution should be used, the Director of Human Resources shall ensure that the process of conflict resolution meets the requirements of this procedure.

### **3.2 Where the Director of Human Resources is involved in the conflict**

If the Director of Human Resources is involved in the conflict, the Director of Human Resources shall designate another individual to carry out the role of the Director of Human Resources throughout the process of conflict resolution. The designated individual may be a director on SKG's board, an employee, or an appropriate person in the Anishinaabe community.

Where the Director of Human Resources is involved in the conflict and has designated an individual, that individual shall carry out all the responsibilities of the Director of Human Resources under this procedure.

### **3.3 Initial meeting for collection of information and clarification of issues**

The Director of Human Resources shall convene a meeting of all members of the SKG community who are directly involved in the conflict to be addressed.

The Director of Human Resources shall:

- Offer or ensure the offering of a light smudge and a pinch of tobacco at every meeting during the resolution process,
- Lay out tobacco on red cloth while the issue is being talked about,
- Provide an opportunity for all members of the SKG community involved in the conflict to identify issues and express their concerns and perspectives, and
- Tie the tobacco once all issues have been disclosed.

The tobacco will remain tied until such time as the Elder Advisor meets with the involved individuals.

### **3.4 Appointment of an Elder Advisor**

The Director of Human Resources shall:

- Appoint an Elder Advisor to lead the process of conflict resolution,
- Provide information to the individuals involved in the process of conflict resolution about the appointment of the Elder Advisor, and
- Provide to the Elder Advisor a summary of issues, concerns, and perspectives shared in the initial meeting.

### **3.5 Meeting(s) with Elder Advisor**

The Director of Human Resources will schedule a meeting or meetings of the Elder Advisor with the members of the SKG community involved in the conflict.

- All meetings shall be announced by email (with delivery receipt requested) at least seventy-two (72) hours in advance.
- Invited participants shall respond at least twenty-four (24) hours prior to the meeting concerning whether they will be attending.
- If the Director of Human Resources determines that a participant is frustrating the process by requested rescheduling or confirming and then failing to attend meetings, the Director of Human Resources may refuse to accept any further requests for rescheduling from that participant and may send a notification of meeting only.
- The meeting may proceed without receiving responses from participants.

The Elder Advisor may meet individuals separately or together, or both. At least one meeting should involve all participants, where possible.

The Elder Advisor shall offer or ensure the offering of a light smudge and a pinch of tobacco at every meeting during the resolution process.

At meetings between the Elder Advisor and those involved in the conflict the tobacco tie will be presented and opened during the discussion.

The Elder Advisor shall become aware of the facts and issues of the conflict, and of the concerns and perspectives of those involved in the conflict.

Members of the SKG community involved in the conflict shall be permitted to present evidence supporting or refuting statements made in the process.

The Elder Advisor shall determine his or her recommendations within a reasonable amount of time. Absent extenuating circumstances, a process of conflict resolution should be completed in approximately four weeks from the initial meeting.

### **3.6 Outcomes of the conflict resolution process**

The following possible outcomes are set out in SKG's policy on 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 present their recommendations and a brief summary of their reasons for the recommendations to each member of the SKG community directly involved in the conflict.

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).

Where the Elder Advisor recommends referral to an investigation or disciplinary process under another SKG policy, or referral for consideration of employee discipline, the Director of Human Resources shall take appropriate steps to put that referral into effect.

#### **4.0 Related Policies, Procedures & Documents**

HR 07 Conflict Resolution

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

#### **5.0 Responsible Officer**

Director of Human Resources

#### **6.0 Version history**

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