

Informal Conflict Management



Conflict is everywhere - home, work, recreation, etc. It is neutral - neither good nor bad but it is infectious and quickly spreads to others.

It is contentious: it disrupts normal activity and escalates, getting worse if ignored. Conflict is inevitable as people will always have differences and it is a natural part of life. It is neither inherently good nor bad... it simply is.

As such, it can be both a danger and an opportunity. How we react and respond to conflict can be either productive or destructive.

What are the Costs of Mismatched Workplace Conflict?

- Stress/Health Costs
- Loss of productivity/Reduced decision quality
- Absenteeism
- Employee turnover
- Development of Opposing Camps
- Reputation
- Degradation of Relationships/Loss of trust
- Sabotage/Theft/Damage (to both work processes and material)

What are the costs to the Organization?

Employees who perceive themselves to be bullied waste 52% of their work time defending, avoiding and venting to others (Safety Council of Canada, 2002)

Large organizations statistically have about 10% of their employees involved in workplace conflicts each year costing as much as 5% of their total payroll (Organizational Dynamics, 2000)

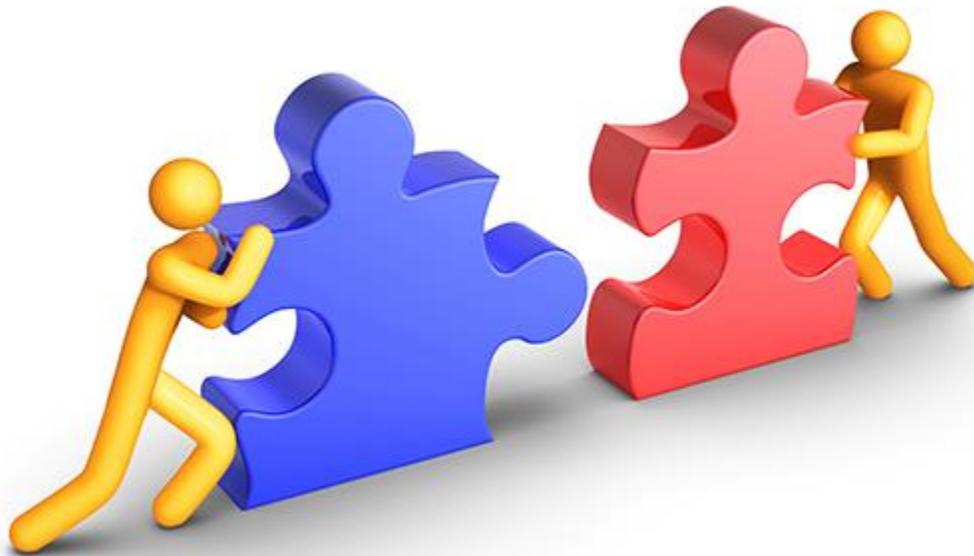
Absenteeism due to workplace conflict costs Canadian firms over \$3,000,000,000 per year (Canadian Policy Research Network, 2001)

Chronic unresolved conflict acts as a decisive factor in at least 50% of departures. Conflict accounts for up to 90% of involuntary departures. (Dana, Dan, [online] The Dana Measure of Financial Cost of Organizational Conflict, 2001)

What are the Costs to the Individual?

Canadian Workers ranked respect at 73% as the most important aspect of job satisfaction (Canadian Policy Research Network, 2000)

Conflict is a good example of how harm can be produced in the workplace and of how this harm "spills over" into families and communities." Such harm includes both inner-directed harm (suicidal behavior, recklessness, agitated depression and abuse of alcohol, drugs) and outer-directed expressions (threatening behavior, emotional and/or verbal abuse, bullying, harassment, assault, domestic violence, road rage). (Health Canada, Best Advice on Stress Risk Management in the Workplace, 2000, pp 15-16.)



"It is so very, very important that you all contribute to making sure that conflicts are resolved at the very first instance, that people are flexible at approaching conditions at work, and that ultimately we work together at making the RCMP a better place." *Commissioner Bob Paulson, Every Employee Engaged, July 27, 2012*

Preferred Approach

Informal Conflict Management (ICM) is recognized for helping create durable and positive results. One advantage of this approach is its ability to deal with the underlying issues as well as the needs and interests of all the parties. By focusing on a better understanding of each other's point of view, the parties can work together to find mutually agreeable solutions.

Your ICM Practitioner facilitates processes that help parties design their own solutions. By resolving their conflicts constructively, the parties have the opportunity to rebuild trust and restore their working relationship. ICM works alongside rights-based processes, such as harassment complaints and grievances. ICM can be considered at any stage in a conflict, even if another process has already been initiated. However, if the conflict cannot be resolved through ICM, the parties retain the option of reverting to the relevant formal processes. In addition to intervention services the ICM Practitioner also offers briefings and training.

Benefits of ICM

- Focus on prevention
- Flexible, less formal
- Allows for difficult conversations
- Rebuilds/maintains working relationships
- Parties retain decision making authority
- Increases likelihood of win/win solutions
- Saves costs and time
- Avoids imposed solutions

Roles, Rights & Responsibilities

ICM Practitioner

Role:

The role of the practitioner is to organize and facilitate discussions between parties in order to help with the resolution of an issue(s), conflict and/or dispute.

Rights:

- To have a commitment from parties to resolve the situation in good faith, as demonstrated by the ratification of an Agreement form;
- To determine the framework for the informal process to be conducted, with agreement from the parties;
- To determine the feasibility and appropriateness of any service he/she is to provide;
- To terminate an informal service at any time; and
- To protect the confidentiality of all informal services (as per the ICMP policy).

Responsibilities:

- Contribute to a healthy workplace at the RCMP by providing staff with expert assistance in understanding, managing, and resolving conflict.
- Protect the confidentiality of all those who seek assistance, and the confidentiality of all information exchanged during an informal process. EXCEPTION: Where required to divulge information by legislation.
- Assist in the ongoing evaluation of informal conflict management services by requesting feedback from clients and submitting it to the National policy Centre for evaluation purposes.
- Assist clients to better understand the situation at issue, explore options for resolution and refer clients to other services when more appropriate to their situations, e.g., Member Workplace Advisor (MWA), bargaining agents, human resources managers, and the Employee Assistance Program (EAP).
- Fully explain informal conflict management approaches to assist in resolving conflicts and to ensure that clients understand the limits of confidentiality.

- Ensure that services are of the highest quality possible and meet the business standard of responding within three business days of initial contact.
- Seek advice from the National Manager, ICMP, on any policy issues or in complex case management.
- Confidential tracking and recording of reliable statistics on the monthly use of ICMP services.
- Provide a thorough explanation of the informal process, establish guidelines for participation with the parties and confirm that participants are aware of their roles and responsibilities;
- Assess and determine the appropriateness of service;
- Remain impartial and objective;
- Keep information confidential based on the ICMP's Policy on confidentiality;
- Help all parties identify and clarify the important issue(s) and interests;
- Help develop realistic options;
- Deal respectfully with all of the parties;
- Where appropriate, help all parties create, clarify, and finalize their Minutes of Settlement; and
- Appropriately follow-up with all parties after the service has been concluded.

The role of the practitioner is NOT:

- To advocate for any particular party(ies);
- To give advice on the legal implications of an agreement;
- To pass judgment;
- To take responsibility for the issue(s); and
- To solve the issue(s).

Participants:

Responsibilities:

During the pre-stage:

- Think about solutions that are constructive and might be acceptable to all parties;
- Consider your realistic alternatives should the informal service not result in an agreement;
- Try to understand the other parties' perspective on the issue(s).

During the informal service:

- Participate in good faith with a willingness to resolve the issue(s);
- Adhere to the agreed upon ground rules;
- Honestly and openly share relevant information with the practitioner and other parties;
- Contribute actively and constructively towards generating options;

- Be responsible for the resolution of the issue(s), conflict and/or dispute;
- Adhere to the expectations of confidentiality;
- Openly and honestly discuss and formulate a professional, collaborative and constructive solution(s) to the situation;
- Where necessary, adhere to any agreements made during the informal service; and
- Ask questions, if in doubt.

Rights: The participants have the right:

- To withdraw from an informal service at any time;
- To have an impartial, objective practitioner to facilitate discussions; and
- To provide input into the informal process design and ground rules;

ICM Practitioners

National

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Headquarters (NHQ)

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C Division

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D, V Division

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E, M Division

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F, Depot Division

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H Division

ICMP/H/PGIC@rcmp-grc.gc.ca

K, G Division

RCMP.K.G-ICMP-PGIC-K.G.GRC@rcmp-grc.gc.ca

National Policy Centre

RCMP.ICMP-PGIC.GRC@rcmp-grc.gc.ca

O Division

RCMP.O-ICMP-PGIC-O.GRC@rcmp-grc.gc.ca

J, L Division

RCMP.J.L-ICMP-PGIC-K.G.GRC@rcmp-grc.gc.ca

HSM - ch. III.3. Informal Conflict Management Program

1. Policy

1. 1. *The RCMP is committed to providing a healthy, productive, and respectful workplace for all its employees and recognizes the importance of dealing with workplace conflicts and issues informally, at the lowest possible level, and in a timely manner before the situation escalates.*

1. 2. *Informal Conflict Management is the preferred approach for resolving workplace conflict at the RCMP.*

1. 3. *The Informal Conflict Management Program falls under the authority of the Director General, Occupational Health and Safety Br./Organizational Health and Well-being Directorate.*

1. 4. *The Informal Conflict Management Program will serve as the authority for all informal conflict management services, the establishment of qualifications for Informal Conflict Management Practitioners in the RCMP, and informal conflict management skills training services in the RCMP.*

1. 5. *Where Informal Conflict Management Program services are accessed, the time requirements within the harassment policy and grievance complaint processes will be held in abeyance.*

EXCEPTION: Where otherwise prescribed in legislation or regulation.

2. Definitions

2. 1. **Conflict** *means the perception or actual occurrence of diverging, opposing, competing, or incompatible differences.*

2. 2. **Conflict Coaching** *means one-on-one support to help a person deal with a conflict situation. The divisional Informal Conflict Management Practitioner can help a person identify and develop new practical skills to resolve conflict.*

2. 3. **Consultation** means an opportunity for employees to talk with a divisional Informal Conflict Management Practitioner about their situation and discuss Informal Conflict Management Program services in order to explore options available to them to help resolve their issues.

2. 4. **Employee**, means for the purposes of this policy, persons employed or appointed under the [Royal Canadian Mounted Police Act](#), or the [Public Service Employment Act](#).

2. 5. **Facilitation** means procedural assistance provided to enable participants to communicate more effectively and move towards agreement. It involves the use of techniques to improve the flow of information between parties of a dispute.

2. 6. **Formal Processes** means processes that are based in law or relate to collective agreements, are precedent-setting, deal with only the issue submitted in writing, and have clear timelines and procedures.

2. 7. **Grievance Case Manager** means the case manager for the coordination of grievances and appeals.

2. 8. **Group Interventions** means group supports that provide an opportunity for group members to identify issues that are causing difficulties, and to explore ways of improving the work environment. An impartial third party neutral, e.g., an Informal Conflict Management Practitioner, provides assistance with the process while the group maintains control over the topics discussed and any actions taken. Each intervention is customized to the needs of the participants.

2. 9. **Harassment Advisor** means an advisor responsible to advise employees on the harassment program and the complaint process.

2. 10. **Harassment means** any improper conduct by an individual that is directed at and is offensive to another person or persons in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offense or harm. It comprises any objectionable act, comment, or display that demeans, belittles, or causes personal humiliation or embarrassment, or any act of intimidation or threat, including sexual harassment and harassment within the meaning of the [Canadian Human Rights Act](#), i.e. based on "race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered."

2. 11. **Impartial/Neutral** means any person that is providing conflict management services, e.g., mediation, internal or external, must do so on an "arm's length" basis. The individual must not be put in a position in which he/she would be required to represent or advocate for any of the potential parties in a conflict and must not have any preference for a possible outcome of the process. The parties in a conflict must agree on any person who will be providing conflict management services.

2. 12. **Informal Conflict Management Practitioner** means a person, internal or external to the organization, qualified to conduct initial case consultation, mediation, facilitated discussions, conflict coaching, workplace assessments, and conflict management training and awareness sessions, including

an Informal Conflict Management Program coordinator/manager that is qualified to carry out the Informal Conflict Management Program services.

NOTE: A practitioner is qualified under the requirements of the National Informal Conflict Management Program office and provides Informal Conflict Management Program services to employees upon request, as sanctioned by the National Informal Conflict Management Program office.

*2. 13. **Informal Conflict Management Program** means the program mandated to offer Informal Conflict Management services within the RCMP.*

*2. 14. **Informal Conflict Management System** means a system used for dealing with conflict, which incorporates alternate dispute resolution methods into existing rights-based structures to form a multi-option conflict management system.*

*2. 15. **Informed Consent** means a party's agreement to participate in a process, in writing, after having been informed of all the risks involved and the alternatives available.*

*2. 16. **Mediation** means a voluntary process in which an impartial and neutral third party assists employees to create a mutually acceptable solution to their problem. Mediation can be used as a stand-alone process, or it can form part of another formal or informal process.*

*2. 17. **Voluntary** means that while participation in any Informal Conflict Management Program service is strongly encouraged, participation must be of the individual's free choice, and no employee is obligated to participate in an Informal Conflict Management Program service.*

*2. 18. **Workplace Assessment** means a diagnostic process to identify various group dynamics which contribute to workplace conflict. This participatory and neutral process has a series of steps and directly involves participants in identifying ways of addressing conflict in the workplace.*

3. General

3. 1. The RCMP's Informal Conflict Management Program (ICMP) is supported by, and developed in consultation with senior management, bargaining agents, and the former Staff Relations Representatives Program, (now entitled Labor Relations Representatives), and applies to all RCMP members and Public Service Employees (PSEs), including indeterminate, temporary, term, and casual employees.

3. 2. The use of ICMP-offered services will not prevent any employee from exercising their right to use any formal mechanism as provided under legislation, regulations, the Commissioner's Standing Orders, collective agreements, or employer policies.

3. 2. 1. If a formal process is initiated, then placed in abeyance by an employee who wishes to use ICMP services, it is the responsibility of the employee to report the outcome of the informal process to the appropriate party, i.e., either terminate or continue the formal process to maintain the neutrality of divisional practitioners.

3. 3. Where appropriate, an informal process is encouraged as the first option for employees before a formal process is initiated.

NOTE: The RCMP recognizes that a major factor in the successful resolution of conflict is early intervention at the lowest possible level.

3. 4. The choice to use and continue to participate in an informal conflict management process is voluntary for everyone involved, including Informal Conflict Management (ICM) Practitioners, should they have concerns that a situation does not meet the criteria for an informal intervention.

3. 4. 1. Factors which may influence acceptance of a case for informal conflict resolution include: the level of trust between the parties, the length of time the conflict has been ongoing, and a power imbalance between the parties in rank.

3. 5. Employees in communication with ICM Practitioners/harassment advisors or the case manager for the Office of the Coordination of Grievances and Appeals (OCGA), may:

3. 5. 1. request to put a formal process in abeyance, where that option is available under a formal process, while participating in an informal process, or

3. 5. 2. re-engage a formal process if the informal process is not a right fit for the employee or their situation.

3. 6. All employees, regardless of category or rank are responsible for conflict prevention, conflict management, conflict resolution skills, and the ability to recognize and effectively respond to conflicts and disputes in the workplace.

3. 6. 1. Supervisors and managers are expected to exercise an increased level of awareness and vigilance in monitoring workplaces for indications of workplace disputes or interpersonal conflict, and to take action or report incidents as appropriate in a timely manner.

3. 7. The RCMP, through the ICMP, will incorporate preventative activities and assisted informal conflict management processes, e.g., consultations, conflict coaching, mediation, workplace assessments, group interventions, training, and awareness strategies, into existing rights-based structures to form a multi-option conflict management system where appropriate.

3. 8. The ICMP, through the National policy center, will standardize the content of assisted ICMP material, e.g., ICMP national awareness sessions and national conflict management training through development and measurement of these areas in conjunction with national learning and development specialists.

3. 9. Key stakeholders that must be involved at an early stage of a conflict include, but are not limited to labor relations representatives, harassment advisors, chaplains, grievance case managers, bargaining agents, labor relations advisors, managers, human resources advisors, and all employees.

3. 10. Subject to disclosures required by law, confidentiality will be maintained by participants in an ICMP process.

3. 11. *The RCMP recognizes the necessity of impartiality by ICM Practitioners who conduct ICMP processes. The practitioners must not have a personal interest in the issues at hand, nor any bias or preference towards the outcome of a process.*

NOTE: Personnel operating outside the parameters of the National ICMP office are not covered under the protection offered by policy. The National ICMP office does not guarantee the service being offered to the parties by outside parties. Should capacity or other specialized circumstances necessitate the hiring of outside parties, consultation with ICMP is recommended.

3. 12. *Through awareness sessions and training, the RCMP will provide divisional ICM Practitioners with the information necessary to enable employees to understand the ICMP and be aware of available options for resolving conflicts.*

3. 12. 1. *Resources for employees to access information concerning the program include: labor relations representatives, the peer-to-peer system, bargaining agents, harassment advisors, chaplains, grievance case managers, divisional ICM Practitioners, and managers.*

3. 13. *During certain ICMP services, e.g., mediations and facilitated discussions, an employee may be accompanied by a person of their choosing, e.g., member workplace advisor, bargaining agent, labor relations officer, or a person the employee authorizes to provide support.*

3. 14. *The use of ICMP services will be made as flexible as possible to accommodate the needs of all parties to the process.*

3. 14. 1. *Parties may jointly choose the method of informal conflict management that is suitable to their circumstances or, with the participation and concurrence of the ICM Practitioner, create a process that will best serve their mutual objective of resolving their conflict.*

3. 15. *Employees will not be subject to retaliation for requesting or participating in the ICMP process.*

3. 15. 1. *Any employee who retaliates in any form against someone requesting or participating in an ICMP process may face corrective, disciplinary measures in keeping with the seriousness of the retaliation.*

3. 16. *ICMP processes will be conducted with sensitivity to the time constraints or needs of the parties. Every reasonable effort will be made to expedite the process for the parties.*

4. Best Practices

4. 1. Unassisted Informal Conflict Management Process (ICMP) Services

4. 1. 1. *Unassisted ICMP services are accessible without a divisional ICM Practitioner being involved, e.g., informal conflict management practices and tools.*

4. 1. 1. 1. *ICM practices encouraged as common practice to prevent the escalation of destructive conflict and enhance workplace health include:*

4. 1. 1. 1. 1. *interests and needs-based communication,*

4. 1. 1. 1. 2. *problem solving,*

4. 1. 1. 1. 3. *open mindedness, and*

4. 1. 1. 1. 4. *collaboration.*

4. 2. Assisted Informal Conflict Management Program (ICMP) Services

4. 2. 1. *Where employees, for any reason, are unable to resolve potential conflicts themselves, they can rely on the skills of a neutral and impartial third party, such as a divisional ICM Practitioner, who will assist them in using ICMP services.*

4. 2. 2. *Access to any ICMP service is voluntary, confidential, to the extent described above, and impartial. Some services include but are not limited to:*

4. 2. 2. 1. *consultation,*

4. 2. 2. 2. *conflict coaching,*

4. 2. 2. 3. *facilitation,*

4. 2. 2. 4. *group interventions,*

4. 2. 2. 5. *mediation; and*

4. 2. 2. 6. *workplace assessment.*

4. 2. 3. *Skills training services and standard awareness sessions on informal conflict management are offered by the ICMP.*

4. 2. 3. 1. *The focus of the awareness sessions is to educate employees on the existence of the ICMP and ways to engage these services.*

4. 2. 3. 2. *Skills training focuses on increased self-awareness of conflict triggers, various styles of conflict, effective communication skills, and learning positive conflict management skills.*

5. Privacy and Confidentiality

5. 1. *Privacy and confidentiality are essential components for ensuring employees' trust and confidence in the integrity of the ICMP services.*

5. 1. 1. *The ICMP protects the confidentiality of all information exchanges during an informal process.*

EXCEPTIONS:

1. *where information must be disclosed by legislation;*

2. *there is an agreement, in writing between the parties to disclose the information; or*

3. the service provider has been authorized by the parties to share the information.

6. Confidentiality of Informal Conflict Management Program (ICMP) Service Documents

6. 1. The retention and disposal of the Agreement for Service form and any other administrative forms will be managed in accordance with requirements of [sec. 6\(1\), Privacy Act](#). Specifically, [para. 4\(1\), Privacy Regulations](#) requires that personal information used by a government institution be retained by the institution for at least two years following the last time it was used for an administrative purpose. Completed informal process documents will have Protected B standing.

7. Evaluation, Reporting, and Data Collection

7. 1. The National ICMP policy center will maintain a confidential data collection tracking system for all services rendered through the National Administrative Records Management System (NARMS), specific to the RCMP. This system and other surveys and tools may be used to support program evaluation, monitoring, trend identification, and reporting.

8. Expenses Relating to Informal Conflict Management Program (ICMP) Services

8. 1. Every effort should be made to accommodate the use of an ICMP service.

8. 1. 1. Lack of funding should not preclude the use of ICMP processes.

8. 2. Assisted ICMP services will be scheduled to be cost effective and efficient, and where possible, in a location close to the participants' workplace.

8. 3. The division will normally bear the cost of any facilities required for the informal resolution process.

8. 4. Should an external provider for ICMP services be deemed necessary, costs for the external provider will be paid at the direction and discretion of the division, or as directed by the unit level, including professional fees and other expenses.

8. 4. 1. It is recommended that the National policy center be consulted before engaging in the process of hiring external practitioners in order to guarantee consistency of ICMP processes.

8. 5. The division or local management unit level will allow and encourage employees to access ICMP services and to participate in an ICMP process.

8. 5. 1. Participating in an ICMP process will be considered regular work.

8. 5. 2. The expectation is for services to be offered during regular working hours.

8. 5. 2. 1. Exceptional circumstances will be addressed on a case-by-case basis.

8. 6. The division or local management unit level will:

8. 6. 1. normally bear the cost of the participants' salaries for attending an ICMP intervention; and

8. 6. 2. bear the cost for travel and expenses, in accordance with the [National Joint Council \(NJC\) Travel Directive](#), for participants where travel is required to participate in an ICMP intervention or training session.

9. Roles and Responsibilities

9. 1. Employee

9. 1. 1. Where a formal complaint has been held in abeyance in order to allow the situation to be resolved through an ICMP service, provide the appropriate program, i.e. harassment, grievance and/or professional standards, updates on the status of the matter being resolved, up to and including closure of the informal process, to ensure the neutrality and integrity of the informal process and the divisional practitioner.

9. 1. 2. When you encounter a workplace conflict and/or dispute with another employee, regardless of category or rank, it is your responsibility to attempt to resolve the situation at the lowest level, at the earliest opportunity.

9. 1. 3. It is your responsibility to ensure that the chain of command is informed in a timely fashion of a conflict and/or dispute which is unresolved, despite the best attempts of the employee to informally resolve the dispute.

9. 1. 4. Familiarize yourself with the ICMP and use ICMP services, when appropriate.

9. 1. 5. You may request services if you are encountering workplace tension, or if you are interested in gaining the skills as part of personal and/or professional development.

9. 1. 6. Contact the ICMP office in a timely fashion for information, advice, or ICMP services at any stage of a conflict or dispute.

9. 2. Commander/Line Officer/Manager/Supervisor

9. 2. 1. Demonstrate through action, a leadership role in establishing and maintaining a work environment that supports respectful workplace relations, and prevents the escalation of issues through:

9. 2. 1. 1. use of ICMP, as an initial option if appropriate, before referring an employee to a rights-based process;

9. 2. 1. 2. applying the concepts and informal skills learned through using the ICMP services in your role as a commander/line officer/manager/supervisor;

9. 2. 1. 3. attendance at conflict management workshops and awareness sessions; and

9. 2. 1. 4. public endorsement of the ICMP.

9. 2. 2. Provide employees with opportunities to acquire and develop effective preventative conflict management skills, while ensuring the commitment of employees to attend training for which they have voluntarily registered.

EXCEPTIONS:

1. Situations of illness.

2. Urgent operational requirements.

9. 2. 3. Encourage workplace activities and practices that prevent conflict or disputes.

9. 2. 4. Monitor the workplace for signs of increased tension, inter-personal issues, conflicts and disputes, and act promptly to assist any employee in engaging the ICMP at the earliest opportunity, if the ICMP may be of assistance, and provide them with the time to participate in ICMP services.

9. 2. 5. Recommend that employees use assisted ICMP services at the earliest opportunity, where appropriate.

9. 2. 6. Take responsibility for effective conflict prevention, management, and resolution at the unit level.

9. 2. 7. Move forward with any actions based on the feedback and issues identified by the divisional practitioner.

9. 2. 8. In consultation with divisional ICMP Practitioners or the National Manager, ICMP, ensure that only trained, skilled, and experienced practitioners conduct any of the ICMP services.

9. 2. 9. Participate in ICMP skills training.

9. 2. 10. Ensure employees are aware of ICMP services.

9. 2. 11. Make the availability of ICMP services a priority when you are required to address a workplace conflict.

9. 2. 12. Respect confidentiality during and subsequent to an ICMP service.

9. 2. 13. Work through the resolution of the conflict and/or dispute in good faith.

9. 2. 14. Respect collective agreements, and other applicable policies and procedures.

9. 2. 15. Assist in the implementation of any agreements where required, or support implementation of an agreement, where the agreement has been entered into freely by both parties and is consistent with law and policy.

9. 3. Bargaining Agents and Labor Relations Representatives

9. 3. 1. Provide effective leadership in informal conflict management in word and action.

9. 3. 2. Encourage employees to seek assistance from the ICMP where appropriate.

9. 3. 3. Be present throughout an ICMP service when a party requests your presence.

9. 3. 4. Participate in preventative skills training and encourage the training of others.

9. 3. 5. Participate in consultation regarding the design and implementation of the ICMP as well as the evaluation of the program.

9. 3. 6. Provide input or expertise relating to the [RCMP Act](#).

9. 4. Labor Relations Advisors

9. 4. 1. In consultation with divisional ICMP Practitioners or the National Manager, ICMP, ensure that only trained, skilled, and experienced practitioners conduct assisted ICMP services.

9. 4. 2. Provide input or expertise to ICMP Practitioners relating to the [Public Service Employment Act](#) (PSEA), [Federal Public Sector Labor Relations Act](#) (PSLRA), and Policy on the Duty to Accommodate Persons with Disabilities in the Federal Public Service.

9. 4. 3. Promote the usage of the ICMP to supervisors and employees.

9. 5. Divisional Informal Conflict Management Practitioner (ICMP)

9. 5. 1. Contribute to a healthy workplace at the RCMP by providing staff with expert assistance in understanding, managing, and resolving conflict.

9. 5. 2. Protect the confidentiality of all those who seek assistance, and the confidentiality of all information exchanged during an informal process.

EXCEPTION: Where required to divulge information by legislation.

9. 5. 3. Assist in the ongoing evaluation of informal conflict resolution services by requesting feedback from clients and submitting it to the National policy center for evaluation purposes.

9. 5. 4. Assist clients to better understand the situation at issue, exploring the options for resolution with them and referring clients to other services when more appropriate to their situations, e.g. labor relations representatives, bargaining agents, human resources managers, and the Employee Assistance Program (EAP).

9. 5. 5. Fully explain informal conflict management approaches to assist in resolving conflicts and to ensure that clients understand the limits of confidentiality.

9. 5. 6. Schedule and complete conflict management training and awareness sessions.

9. 5. 7. Plan and organize work to maximize the use of available resources.

9. 5. 8. Ensure that services are of the highest quality possible and meet the business standard of responding within three business days of initial contact.

9. 5. 9. Seek advice from the National Manager, ICMP, on any policy issues or in complex case management.

9. 5. 10. Track and record reliable statistics on the monthly use of ICMP services.

9. 5. 10. 1. *Submit the statistics to the National policy center for compilation into the national database.*

9. 5. 11. *Contact the Employee Management Relations Branch for expertise regarding the [RCMP Act](#).*

9. 5. 12. *Follow the guidelines for practitioners recommended in the RCMP National Guide for the Use of ICMP Services.*

9. 6. National Manager, Informal Conflict Management Program (ICMP)

9. 6. 1. *Verify and monitor the quality of all ICMP services provided to employees.*

9. 6. 2. *Maintain and update the ICM policy on behalf of the RCMP.*

9. 6. 3. *Monitor, evaluate, and report on the ICMP.*

9. 6. 4. *Develop and maintain a national ICMP database for statistical purposes, as well as trend identification and analysis.*

9. 6. 5. *Develop and maintain a national ICMP website.*

9. 6. 6. *Provide ongoing support to divisional ICM Practitioners in managing complex case files, and training support.*

9. 6. 7. *Provide ongoing statistical reports on the ICMP to senior management.*

9. 6. 8. *Develop and provide ICMP training material to all ICM Practitioners.*

9. 6. 9. *Participate in interdepartmental committees related to informal conflict resolution.*

9. 6. 10. *Maintain communications with key stakeholders, e.g., labor relations representatives, the peer to peer system, bargaining agents, harassment advisors, grievance case managers, human resource advisors, professional standards advisors, commanding officers (COs), and deputy commissioners (D/Comrs.).*

References

- [Access to Information Act](#)
- [Canada Labour Code, Part II](#)
- [Employment Equity Act](#)
- [Privacy Act](#)
- [Policy on Employee Performance Management, TB Directive on Performance Management \(PSEs only\)](#)
- [Policy on Harassment Prevention and Resolution](#)

- [Public Service Labor Relations and Employment Board \(decision regarding confidentiality within mediation processes\)](#)
- [Values and Ethics Code for the Public Sector](#)
- [Investigation and Resolution of Harassment Complaints](#)
- [RCMP Core Values](#)
- [Informal Conflict Management System](#)