

Policy Title: Dispute Resolution

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| Category: | <input type="checkbox"/> Institutional - Board <input type="checkbox"/> Academic - Administrative <input type="checkbox"/> Institutional - Administrative <input checked="" type="checkbox"/> Employment - Administrative | | |
| Approved by: | <input type="checkbox"/> Board <input checked="" type="checkbox"/> President | | |
| Date approved: | February 22, 2024 | Effective date: | February 22, 2024 |
| Policy Sponsor: | Vice President, Administration and Finance | Date last reviewed: | February 22, 2024 |
| Date of Mandatory Review (expiry date): | February 2027 | Date of last revision of Procedures: | February 22, 2024 |

1. POLICY

1. CMCC strives to create and maintain a positive relationship with its employees. Dispute resolution is a vehicle by which employees may express concerns to management related to their employment relationships within CMCC.
2. Concerns, misunderstandings and frustrations may arise in the workplace. It is CMCC's intent to be responsive to its employees and effectively and consistently apply a method for employees to present their concerns to management and have those concerns internally resolved.
3. Employees are to use CMCC's dispute resolution process without concern for reprisal or recrimination, which - should it occur - will be subject to immediate corrective action.
4. Managers are to investigate and respond to employees in a timely manner regarding issues or concerns brought forward through this process.
5. Concerns or complaints regarding harassment, bullying, intimidation, and or violence are to be addressed under two separate policies: Sexual Violence, Assault and Harassment, or Workplace Violence and Harassment.

2. PURPOSE

To create a proper channel through which employee concerns and disputes, related to their employment relationship, may be resolved in a prompt and equitable manner.

3. SCOPE

All non-union employees. Union employees are governed by the terms of the applicable Collective Agreement.

4. INFORMATION AND COMPLIANCE PLANS (not a comprehensive list)

N/A

5. RELATED POLICIES (not a comprehensive list)

- Sexual Violence, Assault and Harassment
- Workplace Violence and Harassment

6. DEFINITIONS

Employee encompasses all non-union employees including temporary workers, contractors, consultants, unpaid work experience students and volunteers.

The employment relationship is the professional link between employer and employees based on mutual respect and includes everything involved in maintaining the employees well-being. This includes (but is not limited to) the employer ensuring their employees have the necessary tools to be productive, have the support needed to grow/develop/improve, as well as reinforce a culture that promotes positive rapport among colleagues.

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| New Policy Approved (date): | |
| Policy Revision History (dates): | December 13, 2011 February 24, 2022 |

-----**END OF POLICY**-----

7. PROCEDURES

Informal Problem Solving

1. Employees who believe they have legitimate concerns about any aspect of their employment relationship within CMCC are to first discuss those concerns with their immediate manager and attempt to resolve them satisfactorily. The concern is to be presented within two (2) weeks of the incident's alleged occurrence. Managers are to discuss and/or investigate any concern raised, and to respond in an appropriate manner, within five (5) business days of learning of the concern or dispute. Advice from the Director, Human Resources is to be sought regarding specific problems pertaining to employment policies and practices within CMCC. If the issue is not resolved in a manner that is

satisfactory to the employee, a formal request for resolution may be lodged by the employee.

Formal Review Process

As the level of the immediate manager may vary according to the level or rank of the employee, the steps in the Formal Review Process will vary accordingly.

1. (Immediate) Manager

- a. Any formal request for resolution must be made in writing. The completed and signed document is to be submitted to the employee's (immediate) manager, with a copy to the Director, Human Resources. The employee may request the assistance of another CMCC employee in preparing the formal document. Preparing a formal request is not to be interpreted as criticism of the (immediate) manager or the problem-solving process. The formal request is to be submitted within ten (10) business days of the completion of the informal review process.
- b. The formal written request is to include:
 - i. The concern and the date(s), when applicable.
 - ii. Suggestions on ways to resolve the concern.
 - iii. A summary of the verbal discussion, response and the date when the employee met with their immediate manager. If the manager provided no response, this should be stated.
- c. Within five (5) business days of receiving a formal request for resolution, or at a time mutually agreed upon, the employee, the manager and the Director, Human Resources are to meet to investigate the concern and to respond, in writing, to the employee who had lodged the concern.

2. Vice President

- a. If the employee is not satisfied with the decision made by their (immediate) manager and Human Resources, the employee is to submit a statement in writing to the appropriate Vice President sending copies to all parties involved thus far.
- b. The statement, which must be in writing, is to include all the information from Step I and the reason the employee is dissatisfied with the decision.
- c. The statement is to be submitted within ten (10) business days of the completion of Step I.
- d. Within five (5) business days of receiving the statement, the Vice President is to investigate the concern and to communicate their decision in writing to the employee explaining the rationale behind the decision.

3. President

- a. If the employee is still not satisfied with the decision made at Step II, they may submit a final statement in writing to the President sending copies to all parties involved thus far.
- b. The final statement will include all the information from Step II and include the reason the employee is dissatisfied with the decision. This statement must be submitted within ten (10) business days of the completion of Step II.
- c. Within five (5) business days of receiving this statement, the President will investigate the concern and will communicate their decision in writing to the employee explaining the rationale behind the decision.

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8. ATTACHMENTS

None.