

## [Conflict Resolution Principles & Procedure](#)

[Purpose](#)

[Application](#)

[Policy Guidelines](#)

# Conflict Resolution Principles & Procedure<sup>1</sup>

## Purpose

Mass Culture recognizes that conflicts are a normal and even a healthy part of human interaction, and may occur for various reasons. If conflicts are identified and recognized promptly and treated appropriately, the knowledge gained can enrich and improve our organization.

Mass Culture also recognizes that an unaddressed conflict, whether because it is avoided or improperly handled, can escalate causing people harm and having a negative impact on the organization.

Prevention and, if required, early intervention efforts are key to fostering collaboration and to maintaining healthy and respectful work relationships.

The purpose of this policy is thus to provide an effective, consistently applied, and transparent method to address conflicts and disputes. Such issues may arise in relation to Mass Culture's activities, its governance, or the conduct of its directors, staff, members, and members of the public.

## Application

A complaint under this policy may be made verbally or in writing by any person involved with Mass Culture or its activities, noting that:

- A complaint about a real or perceived conflict of interest will be addressed in conjunction with Mass Culture's *Code of Ethics Policy*.
- Staff complaints involving interpersonal relations are addressed through this policy in conjunction with applicable HR policies and procedures.
- Staff complaints involving compensation, performance, or other HR issues are addressed through HR policies and procedures.
- Formal complaints of harassment or discrimination based on protected grounds under the *Ontario Human Rights Code* or the *Canadian Human Rights Act* will be dealt with in accordance with the *Anti-Harassment Policy*. In addition, nothing in this policy prevents or discourages anyone from filing an application with the Human Rights Tribunal of Ontario or the Canadian Human Rights Commission matters related to the protection of human rights.

---

<sup>1</sup> This Conflict Resolution Policy is based on a template written by Sheila Wilmot, Consultant for the MANO (Media Arts Network of Ontario) Conflict Resolution Working Group and published by MANO in January 2016.

- Complaints arising out of disputes between Mass Culture and other organizations with which it is engaged in a shared project will be resolved through the terms of that agreement. Mass Culture shall ensure that a dispute resolution clause is included in all agreements made with partner organizations.
- Members of Working Groups and staff persons are obligated to comply with the present Policy and with related by-laws and policies as a condition of membership or employment. Failure to cooperate with these policies may result in the undertaking of disciplinary procedures.
- Where Collective Agreements are in place for employment arrangements, the processes therein shall apply. If the Collective Agreement is silent with respect to conflict resolution, the terms in this Policy shall apply.

## Policy Guidelines

*Internal Conflict Resolution:* The skills and resources of Mass Culture will be developed and used to resolve conflicts in a manner that is interest-based, understanding-based, facilitative, collaborative and fully participative whenever possible. Seeking external advice and expertise is recommended in cases of formal complaints.

*Personal Responsibility and Engagement:* All parties to a complaint should actively participate in order for the process to be as fair as possible. The parties will strive to achieve a collaborative resolution and outcome at the earliest possible stage of the process. If one or more parties are unwilling to participate, the process shall continue and a resolution determined with the available information. If a one or more parties are unable to participate they may appoint a proxy to participate on their behalf.

*Confidentiality:* Information about a complaint will only be given to parties directly involved. If any information about the complaint needs to be shared with other parties in order to facilitate a resolution, all reasonable efforts will be made to seek the approval of all parties.

*Transparency:* The parties will be provided clear and understandable reasons for decisions relating to complaints. All parties will be provided with updates during review processes at reasonably determined intervals.

*Timelines:* Complaints will be dealt with promptly and resolved as quickly as possible.

*Fairness:* Every effort will be made to ensure the review of complaints will be fair, impartial and respectful, allowing all parties to have their perspectives heard.

*Thoroughness:* Review of complaints will be thorough and as detailed as possible, based upon the information provided by the parties.

*Accessible and User-Friendly:* The process will be easily accessible and communicated to people associated with Mass Culture or its activities. It is designed to be clear and as simple to follow as possible.

*Training and Professional Development:* The organization will make conflict resolution a central and regular part of board governance training and staff professional development, setting aside time and resources on an annual basis to do so.