



REGINA

ADDRESSING WORKPLACE CONFLICTS

PUBLIC SCHOOLS

1. Background

- 1.1. At times in the workplace, misunderstandings, disagreements, conflicts, and frustrations may arise. Regina Public Schools is committed to supporting the timely and effective resolution of such issues.
- 1.2. This Administrative Procedure (AP) outlines steps to resolve issues and complaints that are primarily a result of internal employee misunderstandings, disagreements, conflicts and behaviours that are not covered within the scope of other APs, Collective Bargaining Agreements, and/or relevant legislation such as *The Education Act, 2015*, *The Saskatchewan Employment Act*, *Saskatchewan Human Rights Code, 2018*, etc.

2. Application

- 2.1. This AP applies to all employees of the Division and includes all workplace activities (both face-to-face and virtual) inclusive of travel, conferences, work-related gatherings, or any other place where the employee is required to be in service to the employer.
- 2.2. For incidents involving students, refer to [AP 375 Discipline](#) and/or [AP 377 Suspensions and Expulsions](#).

3. Guiding Principles

- 3.1. All employees are responsible for contributing to and maintaining a respectful workplace.
- 3.2. Where appropriate, early problem-solving mechanisms are preferred processes to resolve situations. Restorative processes focus on conflict resolution rather than blame or punishment.
- 3.3. Where appropriate, the best resolution is developed with participation of the individuals involved directly and immediate supervisors, where required.
- 3.4. Because problems are best resolved on an individual basis, conflict resolution procedures may be initiated only by individual employees and not by groups of employees. This does not preclude an individual employee from requesting support from the employee's Union/Association.

4. Definitions

- 4.1. **Complainant** is the person(s) who makes a complaint of workplace conflict to the attention of the immediate supervisor.
- 4.2. **Respondent** is the employee(s) against whom a complaint has been lodged.
- 4.3. **Facilitated Problem-Solving** is a restorative process that includes the Complainant and Respondent and is facilitated internally. The goal is to identify a mutually acceptable resolution to the issue.

- 4.4. **Mediation** is a facilitated and voluntary process led by a trained mediator involving the Complainant and Respondent to help them attempt to resolve the matter. The outcome of this process is a mutual understanding and a written, signed, and recorded agreement to restorative action between those involved.

5. Complaint Processes

- 5.1. The following steps should be followed in sequence until resolution is achieved or the employee believes an alternate resolution process is required.
- 5.2. **Source of Complaint**
- 5.2.1. The employee shall, in keeping with all professional obligations, address the complaint with the person or persons at the source of the issue, whenever possible.
- 5.3. **Immediate Supervisor**
- 5.3.1. If resolution is not achieved in 5.2, the employee shall, in keeping with all professional obligations, discuss the issue with their immediate supervisor.
- 5.3.2. The supervisor will follow up with the employee in person and provide a response to the complaint, in writing, within five working days.
- 5.4. **Department Superintendent and Human Resources Superintendent**
- 5.4.1. If resolution is not achieved in 5.3, the employee shall, in keeping with all professional obligations, outline the complaint in writing and submit it to the school or department Superintendent with a copy to the Superintendent of Human Resources.
- 5.4.2. The written complaint should describe the situation and the date when the incident(s) occurred and the suggested resolution.
- 5.4.3. The school or department Superintendent will follow up and respond, in writing, within 10 working days.
- 5.5. **Deputy Director**
- 5.5.1. If resolution is not achieved in 5.4, the employee shall, in keeping with all professional obligations, outline the complaint in writing and submit it to the department Deputy Director requesting a formal review.
- 5.5.2. The Deputy Director will follow up and respond, in writing, within 10 working days.

6. Appeal Process

- 6.1. If an employee has exhausted all efforts within the complaint processes set out in section 5 above, and if the employee is of the opinion that an error or omission within administrative process has occurred, the employee may make an application for an appeal to the Director of Education/CEO.

7. Alternate Resolution Procedures

- 7.1. At any point, a complainant may opt for alternative resolution processes where such processes exist in practice, law, Board policy, collective agreement, or contract.
- 7.2. When a complainant seeks redress through alternative processes, no further attempts at resolution in relation to this procedure will be undertaken.

Reference: Section 85, 87 *The Education Act, 1995*
Section 45 *The School Division Administration Regulations*
The Saskatchewan Human Rights Code, 2018
The Saskatchewan Employment Act
The Occupational Health and Safety Regulations, 2020
The Canadian Charter of Rights and Freedoms