



Canadian  
Heritage

Patrimoine  
canadien

Canada



*Let's Talk!*



## Foreword

The Department of Canadian Heritage has a responsibility, in the context of the *Public Service Modernization Act*, to establish an informal conflict management system (ICMS) and to inform employees of its availability. The ICMS underscores the importance of resolving conflicts or difficult situations informally, at the lowest level and as quickly as possible. Recognizing that different situations require different solutions, employees and managers can access a range of services.

This booklet has been produced by the ICMS Officer in collaboration with the service providers.

This publication is available in PDF and HTML formats on the intranet at  
<http://kcs/ombudsman>

© Her Majesty the Queen in Right of Canada, 2009.

Catalogue No.: CH4-142/2009E-PDF

ISBN: 978-1-100-13198-6

25 Eddy Street, 9<sup>th</sup> Floor, Room E  
Gatineau, Quebec K1A 0M5

Telephone: 819-956-9060

Toll-free: 1-800-675-6811

<http://kcs/ombudsman/>

## *"Better Understanding Through Dialogue"*



**At Canadian Heritage,  
the work environment  
is important.**



### **A wide range of services and resources at your fingertips!**

**Our working relationships, which are intended to be transparent and open in the context of diversity, are based on respect, equity and courtesy. These are values that influence our relationships with our colleagues and the public on a daily basis.**

**A range of services are available in the Department to keep these values in sight while reaching out for excellence and maintaining a quality of life at work.**

**If you have questions or concerns, if conflict arises, or if tensions mount, there are contact persons in the Department who will take the time to listen, explore options with you and help you find solutions.**

**The services described in this booklet  
are there for you!**

## *"Some Options for Conflict Resolution!"*

To resolve a conflict situation quickly and effectively, there are both informal and formal processes. The use of informal processes (e.g. discussion, facilitation, coaching, mediation, etc.) does not in any way preclude access to the more formal processes (e.g. grievances, investigations, etc.).

Depending on the nature of the conflict and the context of the situation, you may:

### **Talk directly to the person involved**

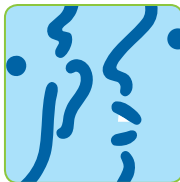
Although it can be difficult, sometimes just talking to the person with whom you have a conflict is the best way to resolve it quickly.

### **Talk to your supervisor**

Ask your supervisor to help you resolve the conflict by facilitating the discussion and working with you and the other person to find the best solutions.

### **Get help from a professional**

You can always turn to other professionals whose services are described in the following pages.



## *Employee Assistance Services*



### **Who We Are**

Voluntary and confidential services to help employees or groups of employees at all levels, and in some instances, family members, who have personal concerns that affect their well-being and/or work performance.

### **How to Reach Us    What We Do**

For more information  
or for an appointment,  
call 1-800-268-7708  
24 hours a day,  
365 days a year

Direct you to professional counsellors who will help you assess your situation and explore possible options. Help you deal with the following situations:

- marital and family concerns
- interpersonal relations
- personal and emotional issues
- stress and burn-out
- work-related challenges
- alcohol, drugs and prescription drugs
- legal and financial problems
- grief and suicide



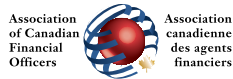
## Union Representatives

### Union Representatives

#### Who We Are

Union representatives help their members express workplace concerns.

Professional groups are represented by the following unions:



AS, CR, EG, GL, GS, GT, IS, LS, PM

CO, CS, EN, PC, PG

**FI** Association of Canadian Financial Officers (ACFO)

**EC** Canadian Association of Professional Employees (CAPE)

Public Service Alliance of Canada (PSAC)

Professional Institute of Public Service of Canada (PIPSC)

#### How to Reach Us

To find out about your local union representative, please visit the intranet site at:  
<http://kcs/HRNetwork/>



#### What We Do

- Offer assistance and advice to members and represent them, as necessary, on:
  - Interpretation of collective agreement
  - Grievances, complaints (e.g. discrimination, staffing, harassment), other investigations and occupational health and safety concerns
- On request, accompany members during discussion or mediation processes
- Participate in labour-management consultations

## *Labour Relations*



### **How to Reach Us**

Telephone : 819-994-5072

### **Who We Are**

The labour relations unit plays a key role in helping management foster harmonious and effective relationships at work.

### **What We Do**

- Provide advice to management on legislation, policies and procedures related to work conditions, harassment, discrimination, leave and hours of work, exclusions, conflict of interest and grievance procedures.
- Interpret collective agreements
- Facilitate labour-management consultations



## *Ombudsman*

### **Who We Are**

The Ombudsman is a designated impartial party who provides employees, including managers, with informal and confidential support. He or she acts as a communication channel and a facilitator of change within the organization.



### **How to Reach Us**

Telephone: 819-956-9060

Toll-Free: 1-800-675-6811

*To protect the confidentiality of all users, make an appointment between 8:30 a.m. and 5:00 p.m.*

### **What We Do**

- Listen to concerns
- Help identify issues and explore options
- Facilitate discussions
- Offer coaching on conflict resolution
- Act as a sounding board
- Provide constructive feedback, advice and guidance
- Serve as a source of information.





## *Equity and Diversity*

### **Who We Are**

At the Department of Canadian Heritage, we wish to ensure that respect for diversity remains an integral part of everything we do. The Employment Equity and Diversity Steering Committee consists of volunteer representatives of all employee committees. As a consultative body, it participates in various departmental initiatives linked to employment equity and diversity and provides guidance on the implementation of the *Employment Equity Act*.



### **How to Reach Us**

Telephone: 819-994-5522

TTY: 819-997-5420

Email: eed@pch.gc.ca

### **What We Do**

The Steering Committee supports the following employee committees, which serve as forums for networking and mutual assistance:

- Aboriginal Working Group (AWG)
- Advisory Committee on Disability Issues (ACDI)
- Committee for Equal Access and Participation (CEAP)
- Gay, Lesbian, Bisexual and Transgendered Employees Group (GLBT)
- GenerAction
- National Action Committee on Women's Issues (NACWI)



*Equity and Diversity*

## *Organizational Development*



### **How to Reach Us**

Telephone: 819-997-6933

### **Who We Are**

Located in the Human Resources and Workplace Management Branch, the team responsible for organizational development and wellness works in collaboration with managers to enhance the health and effectiveness of individuals and organizations.

### **What We Do**

- Organizational analysis
- Team building exercises in response to organizational analysis and/or employee survey results
- Change management (advice, guidance and support during transition, organizational changes, etc.)
- Individual and group coaching



Organizational Development

## *Disclosure of Wrongdoing*



### **Who We Are**

The Senior Officer responsible for disclosures helps employees disclose wrongdoing\* in the workplace in a constructive manner and protects them against reprisals when they do so in good faith.

### **How to Reach Us**

Telephone: 819-956-9060

Toll-Free: 1-800-675-6811



### **What We Do**

- Provide information and advise employees
- Receive disclosures of wrongdoings
- Conduct or oversee the investigation process
- Accord procedural fairness to all persons involved

### **\* Definition of wrongdoing:**

- Violation of any law or regulation
- Misuse of public funds or assets
- Gross mismanagement
- Breach of the Code of Conduct
- Act or omission that creates a specific danger to the life, health and safety of Canadians or the environment
- Knowingly directing or counselling a person to commit a wrongdoing

*Disclosure of Wrongdoing*