

2014  
2015

# Office of Conflict Resolution 2014–2015 Annual Report



Citizenship and  
Immigration Canada

Citoyenneté et  
Immigration Canada

Canada

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# Letter to the Deputy Minister

Ms. Anita Biguzs  
Deputy Minister  
Citizenship and Immigration Canada

Dear Ms. Biguzs:

I am pleased to submit the 2014–2015 Annual Report of the Office of Conflict Resolution (OCR) for Citizenship and Immigration Canada (CIC).

The report presents an overview of our activities for the period of April 1, 2014 to March 31, 2015.

It describes the services provided by our office and offers a general analysis of the sources of conflict that have been raised by CIC staff.

Cordially,

Stéphane Cardinal  
Office of Conflict Resolution

# Message from the Director of the Office of Conflict Resolution

The Office of Conflict Resolution (OCR) has completed nine full years of operation. Over the years, the OCR has become an integral strategic partner in ongoing, government-wide priorities: performance and people management, workplace well-being, harassment prevention, conflict resolution, effective communication and Blueprint 2020 initiatives.

Many CIC employees already know the difference the Informal Conflict Management System can make. The Conflict Resolution Practitioners continue to help people to have the conversations they need to resolve existing workplace issues and build their skills in preventing the escalation of new ones. The use of informal conflict resolution methods such as coaching, mediation or group intervention have saved CIC employees and teams considerable time and money by improving the way employees work and communicate with one another or by addressing workplace disputes informally. Based on the outcome of this report, I am confident that this has resulted in reduced stress, improved relationships and stronger collaborative partnerships.

In this report, we are submitting detailed information regarding our activities as well as the outcomes for the 2014–2015 fiscal year, which should help CIC to continue to foster workplace well-being.

I encourage you to discover the benefits of our services and what they can do for you, your employees and the overall health of CIC.

Stéphane Cardinal  
Director and Senior ICMS Officer  
Office of Conflict Resolution

## Executive Summary

In 2014–2015, the Office of Conflict Resolution (OCR) provided 288 interventions to a total of 301 clients. Once again, at a rate of 37.2%, the National Capital Region (NCR) is the largest user of OCR services, which is in line with the population ratio. This year, the most frequently used service by OCR clients was conflict coaching, which comprised 49.0% of all services provided. This is a significant increase from previous years, which suggests CIC employees have greater interest and confidence in learning to manage conflicts on their own.

The primary nature of conflicts in cases handled by the OCR continues to be Interpersonal Work Issues, accounting for 47% of cases. Of these cases, 30.8% involved conflicts between employees and managers, whereas 19.4% involved group/team issues, such as toxic work environments. With regard to training provided by the OCR, this year is considered a record. With 77 sessions provided to CIC offices across Canada and overseas to almost 1,200 participants, it has been a successful year in helping CIC employees become more conflict competent.

Lastly, the OCR is committed to helping the organization improve some area identified in the Public Service Employee Survey and strengthen managers' and employees' conflict management abilities for the ongoing progress of Performance Management.

## The Office of Conflict Resolution

Since its creation in 2005, the OCR has offered a confidential, impartial and flexible way to deal with conflicts in a timely manner. Its major objectives are to promote effective dialogue at all levels and to deal with workplace difficulties as soon as they arise, at the lowest possible level and as close as possible to the source of the conflict.

The OCR supports staff at all levels in preventing, managing and resolving workplace conflicts. Its key roles are to:

- provide confidential, flexible, fast, informal and effective ways of handling conflict when and where it occurs;
- provide learning activities that increase the skills and abilities of employees to manage their own conflicts;
- promote discussion of issues and concerns; and
- provide specialized conflict resolution services, such as intake interviews and option development, conflict coaching, facilitation, mediation, group interventions and the development of specialized tools.

In addition to providing Informal Conflict Management System (ICMS) training and services, the OCR prides itself in staying current with new tools and up-to-date expertise for conflict resolution advisors. Moreover, the OCR is an active partner within the Federal ICMS Network in order to ensure its services reflect the best practices of the field and to provide input in streamlining all ICMS services within the federal government.

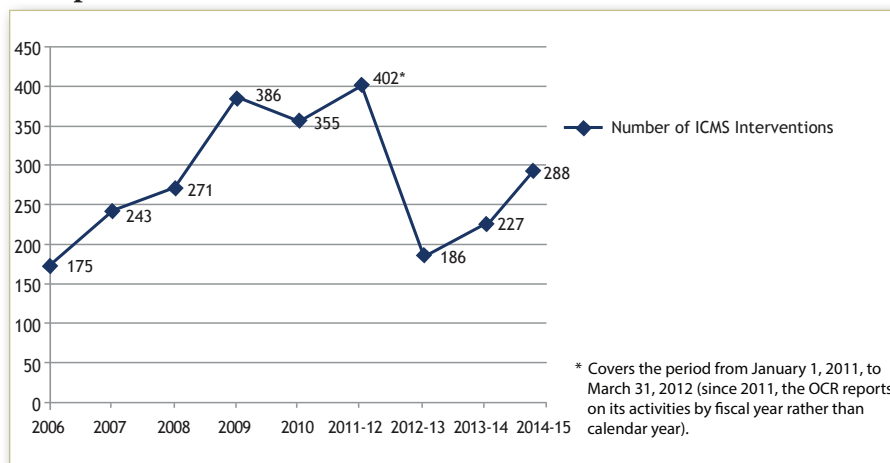
## Informal Conflict Management System (ICMS) Interventions

In its ninth year of operation (fiscal year 2014–2015), the OCR provided 288 interventions involving a total of 301 clients. Of these, five interventions were provided to 18 clients from the Canada Border Services Agency through a memorandum of understanding. This is a 37.4% increase from last fiscal year (2013–2014).

The majority of clients who used our services were indeterminate employees (73.4%), and 41.3% were supervisors or managers. The gender distribution for our clients was 72.5% female, which is similar to CIC's gender distribution (66.4% female).

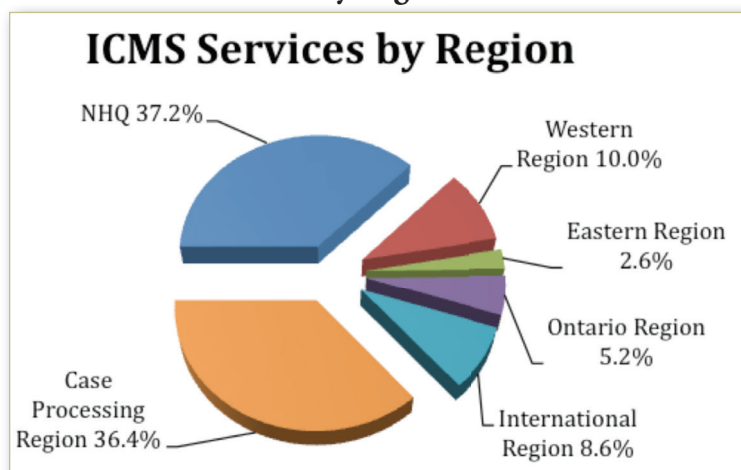
**Figure 1**

**Comparison of the OCR's number of interventions from 2006 to 2014–2015**



Although our office is located in Ottawa, we offer ICMS services to CIC staff throughout Canada and at missions. The breakdown of clients by region was as follows (Figure 2): Western Region, 10.0%; Eastern Region, 2.6%; Ontario Region, 5.2%; International Region, 8.6%; CPR, 36.4% and National Headquarters, 37.2%.

**Figure 2**  
**Rates of ICMS Services by Region**



CIC has five sectors. The rates of ICMS use by sector are as follows: Operations, 50.3%; Corporate Services, 21.6%; Strategic and Program Policy, 20.4%; Internal (Executive) Services, 4.8%; and Finance, 3%. These rates are somewhat consistent with the sizes of their respective workforces.

CIC employees and managers can access OCR services by calling our toll-free number or emailing our office. In 2014–2015, 44.4% of clients contacted the OCR to request our services, whereas 35.8% were contacted by the OCR following a request from another party. Some clients were also referred to the OCR by various sources, such as their supervisor or manager (10.8%), an HR professional (5.6%), a bargaining agent (1.3%) or a colleague (2.2%). Of our 283 clients, 36.5% were returning clients, whereas 63.5% were first-time users.

## Informal Conflict Resolution Services

Unresolved conflicts can have an impact on the individuals involved as well as on other people in the workplace. Indeed, conflict can be quite contagious in any work environment, increasing absenteeism and stress leave as well as decreasing overall productivity.

All employees are encouraged to try to resolve conflicts on their own as soon as they sense unease. They can also voluntarily access a number of specialized OCR services (Figure 3), including the following:

### **Intake consultations and options development**

Intake consultations and options development accounted for 34.4% of interventions offered by the OCR this fiscal year. This activity provides employees with the opportunity to understand a situation and identify the options available for resolving a conflict. Sometimes, the stress and emotions felt while trying to cope with a conflict or difficult work situation can leave individuals unable to effectively deal with the issues. The conflict resolution practitioner can help employees see issues from different perspectives and identify possible solutions.

### **Conflict coaching**

Conflict coaching represented 49.0% of the workload of OCR practitioners this fiscal year. This rate has tripled from the 16.5% rate in 2013–2014. This specialized type of coaching can help employees develop new skills and strategies to resolve conflicts with others. These skills are particularly effective in interpersonal conflict situations in which clients are preparing to have difficult conversations without aid or, if the other party refuses to participate in facilitation or mediation, with a neutral third party.

### **Facilitations/mediations**

As individuals become more comfortable with conflict resolution skills and practices, more routine workplace issues and situations are resolved. This is consistent with our vision. However, when more complicated situations need to be addressed, a facilitated discussion or mediation with the help of an OCR practitioner is often needed to find a resolution that meets the interests and needs of both parties. Facilitations and mediations accounted for only 13.2% of our interventions, which is a decline from our previous 17.9% (2013–2014) and 28% (2012–2013). Possible explanations for this decline are that clients prefer to address situations on their own with the help of conflict coaching or that clients may be too worried about consequences to follow through with a facilitation or mediation. We often try to help clients see the benefits of a facilitated discussion to resolve a conflict; however, because our services are voluntary, ultimately clients decide for themselves if they are willing to participate in such a discussion.



### Group interventions

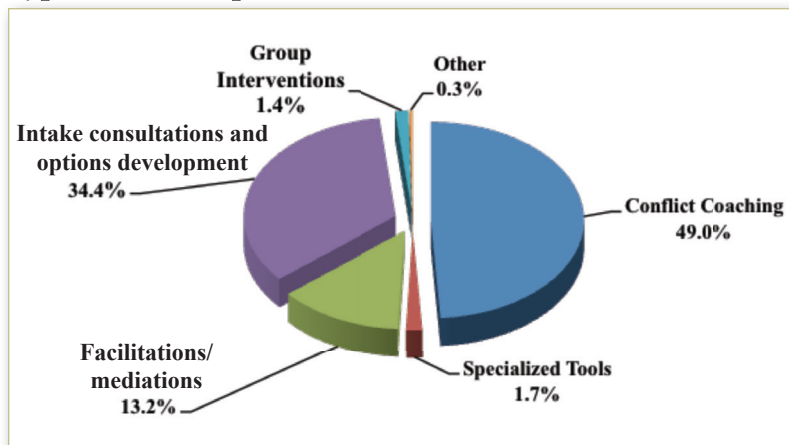
Group interventions represented only 1.4% of interventions for the 2014–2015 fiscal year; however, they involved 111 clients and over 276 hours of preparation and intervention. Group processes are the most time-demanding interventions. Generally, if there are difficult situations that impact the work environment, we interview or provide questionnaires to all staff (employees and management) to obtain all perspectives on the issues impacting the group.

### Other

Specialized tools and customized training accounted for 1.7% of our work for the 2014–2015 fiscal year, while other kinds of services accounted for 0.3%.

No matter the reason for contacting the OCR, the fact that individuals have sought out our services is a positive sign; it means they are proactively looking for ways to resolve difficult situations in a collaborative manner.

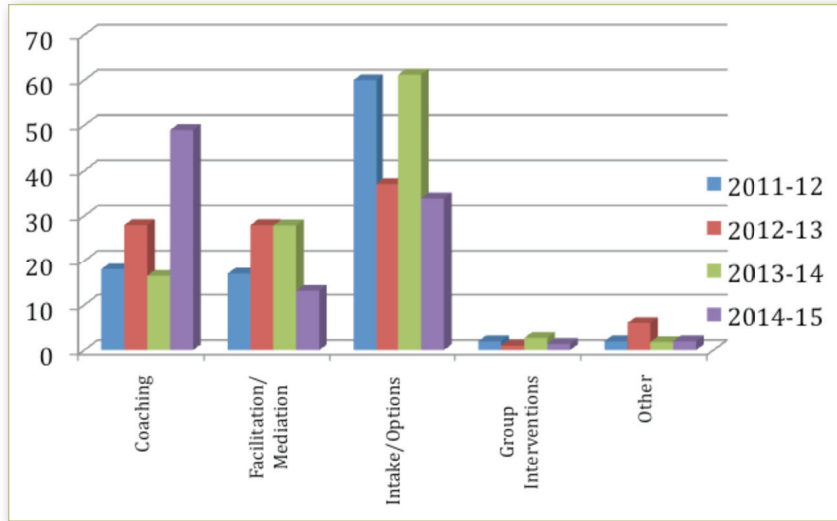
**Figure 3**  
**Types of services provided, 2014–2015**



Variations in the kinds of services provided each year are related to the needs of clients and the nature of the issues identified. Interpersonal conflicts, for example, may require conflict coaching, whereas general issues related to management practices or poor communication practices may require brainstorming and option development to consider possible avenues of resolution. Facilitations and mediations as well as group interventions are often the result of failing to address conflicts as early as possible and as soon as they become apparent. As conflicts escalate, they become more complicated to resolve and may require the assistance of a neutral third party to facilitate discussions.

**Figure 4**

**Types of services provided: a comparison from 2011–12 to 2014–15**

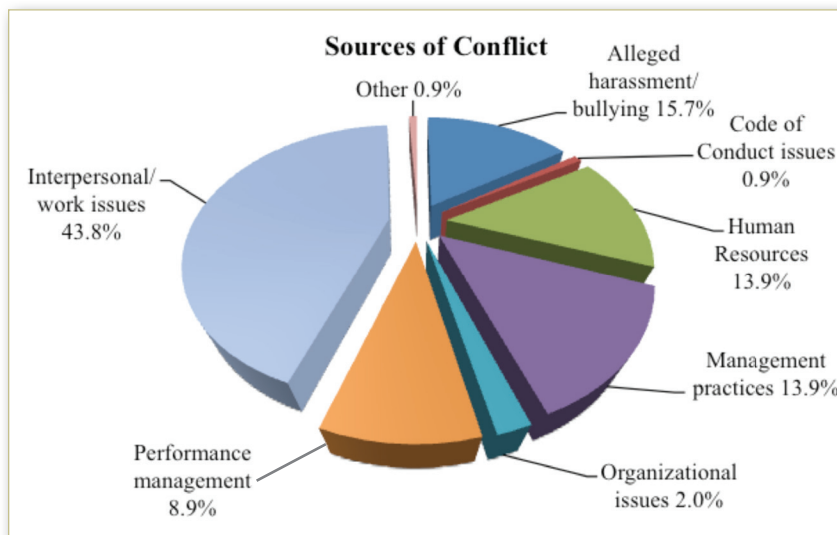


### Sources of Conflicts

Conflict is inevitable in all aspects of our lives, and work is no exception. Individuals have different views, beliefs and experiences that influence their perceptions and their reactions to situations. They also have different priorities and different needs. It is the way in which these differences are dealt with that will determine the outcome of a conflict; how a person responds to conflict affects whether there will be a positive or negative outcome.

**Figure 5**

**Sources of conflict, 2014 – 2015**



In 2014–2015, the most common reason for ICMS service requests was interpersonal/work issues (43.8%), which usually include communication problems and diverging work styles (Figure 5). Within this category, 25.6% of the cases involved interpersonal conflicts between a manager and a subordinate, and 14% involved conflicts between two employees. This year, we added two new categories to better reflect the various interpersonal conflicts: conflicts between two members of management (7.4%) and group/team issues, such as toxic work environments (19.4%).

The OCR is involved in a greater number of conflicts between diverging hierarchical levels perhaps because some employees in this kind of relationship feel safer discussing difficult subjects with an impartial third party present. When a conflict or misunderstanding occurs between a supervisor and a subordinate, the subordinate may fear escalating the conflict by addressing the issues with the supervisor. The fine line between open communication and perceived insubordination often motivates employees to choose ICMS services in these situations to ensure the communication is well received in a safe environment.

The next most significant source of conflict was perceived harassment or bullying, at 15.7%, which is lower than the 18.9% from last year and similar to the 2014 Public Service Employee Survey (PSES) results for harassment at CIC (15%). It is important to note that the conflict of perceived harassment is often resolved once both parties identify the miscommunication or misunderstanding that has occurred and agree to modify behaviours or interactions.

The third most frequently identified source of conflict was management practices, such as abuse of authority, management styles and duty to accommodate, which together accounted for 13.9%.

Performance management accounted for 8.9% of issues reported, which is similar to last year (8.0%). We had anticipated an increase in situations involving performance management disagreements this fiscal year, given the implementation of the Performance Management Directive; however, the rate is consistent with previous years. This may be explained by diverging perceptions of the same situation. For example, when managers and supervisors believe performance management is the source of conflict, employees may interpret the situation as perceived harassment, issues with management practices or interpersonal conflicts instead of performance management. Different perceptions of the same situation are common in most conflicts and can be addressed with open communication regarding intentions and impact.

## Outcomes

Due to a change in our statistical reporting system, we will now report outcomes for specific services rather than global outcomes for all ICMS services combined. This may impact the ability to compare data from previous years. This fiscal year, we also started gathering data on CIC employees leaving their jobs or the department while involved in an OCR process.

### **Conflict Coaching**

There was a significant increase in the use of conflict coaching services this year, accounting for almost half of the services provided by the OCR. Within coaching cases, 20.6% of clients reported that the situation improved, whereas 11.3% reported no improvement through coaching. 7.8% of clients chose to change jobs or retire. Another 41.1% of clients received coaching without following up to provide an update on the situation.

### **Facilitated Discussion and Mediation**

This fiscal year, we conducted 38 facilitations/mediations. Of this total, 41.7% reached an agreement, 11.1% reached a partial agreement and 25% did not reach an agreement. Another 8.4% did not proceed with the facilitation, and 13.8% changed jobs or departments.

Interestingly, we had a 6% rate of refusal for facilitations or mediation, which included some members of management refusing to use ICMS services to resolve conflicts or misunderstandings with their subordinates. Last year, the refusal rate was 7.1%. Because ICMS services are voluntary, we cannot compel anyone to use our services. However, CIC employees and management must be made aware of the impact of their refusal to try to resolve difficult situations. Often, the willing party feels helpless in resolving issues when faced with the refusal of the other party. This suggests that we need to promote ICMS services within all ranks of CIC to reduce the perception that this is a bad reflection on these people's management or interpersonal skills.

### **Intake Consultations and Options Development**

The intake consultation is generally the first contact with the client, and, for some, it is the full extent of the assistance they require. This fiscal year, 28.1% of those who used the intake consultation service received information or documents as requested. 12.5% reported an improvement in their situation, whereas 13.5% reported no improvement. Another 8.3% of clients decided to change jobs or retire rather than pursue ICMS services, 15.7% refused to participate in facilitation or mediation and 18.8% did not proceed with any services beyond the intake consultation.

### Group Interventions

All completed group interventions reported at least a partial resolution, which means not all issues may have been resolved to every participant's satisfaction, but a number of issues were resolved for the group. Partial resolution is common for group interventions because it is often not feasible to address and resolve every single issue raised by each member of the group.

## Service Standards

The established service standard for response from the OCR is to respond within 24 to 48 hours from the initial contact. In 99.7% of cases from this year, employees were able to receive OCR services with no appreciable delay.

The OCR tries to schedule interventions as quickly as possible. The goal is to deal with conflict at the earliest possible stage, at the lowest possible level and as close as possible to the source of the conflict. The average duration of a case this fiscal year was 93.5 calendar days, and there was a spectrum of 1 day to 468 days. If we remove group interventions, the average duration of a case drops to 82.3 calendar days. When a delay in service occurs, it is usually because of the unavailability of participants and the complexity of the situation. For example, in facilitation and mediation, the need to accommodate the schedules of all the individuals involved (the individuals involved in the conflict, the people accompanying them and the mediators) can create scheduling delays. This is especially true when services are provided outside the National Capital Region, where there may not be an on-site HR or Bargaining Agent presence.

The OCR continually strives to work in partnership with Bargaining Agent representatives and Labour Relations to encourage the use of informal conflict resolution at the grievance filing stage. Some referrals are made proactively by both labour relations (5.6%) and bargaining agent representatives (1.3%) in an effort to resolve the situations informally before resorting to formal means.

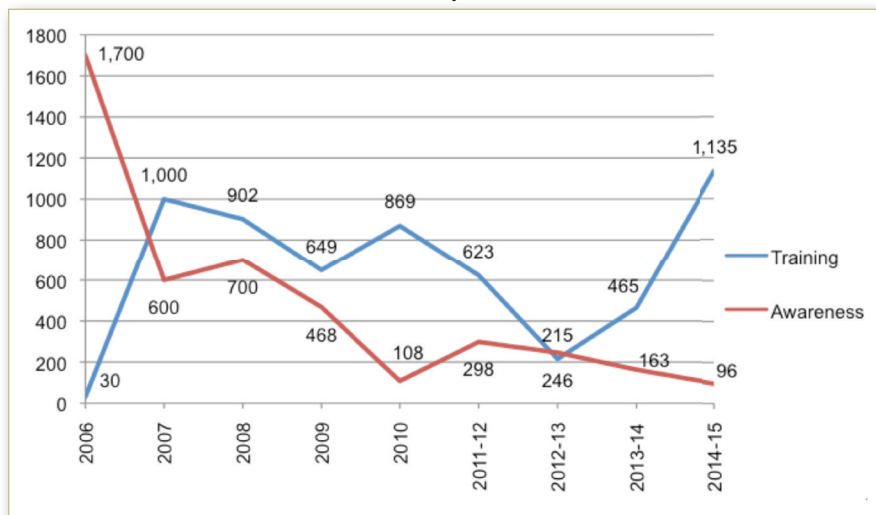
## ICMS (Prevention)

### Training and Awareness Sessions

In 2014–2015, the OCR delivered 77 training and awareness sessions to almost 1,200 CIC employees and managers, which is our highest number since the program’s inception. This is more than double the number of employees trained last year.

**Figure 6**

**Number of employees participating in training or awareness sessions conducted by the OCR since 2006**



There are a number of factors that may explain this increase in training:

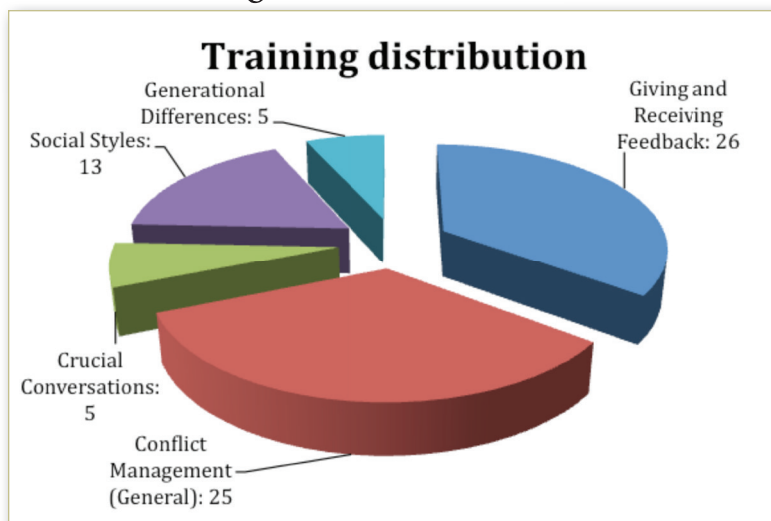
1. The launch of new workshops created and adapted to the evolving needs of the department, such as:
  - a. “Giving and Receiving Feedback,” which was developed to support the Performance Management Initiative; and
  - b. “Social Styles,” which is a team building activity that helps participants reflect on their interaction styles and those of their teammates in order to enhance communication;
2. Awareness sessions, which provided employees with information on the services available at the OCR and promoted the ICMS;

3. Management's desire to improve workplace environments and support of good communication in order to prevent conflicts;
4. Our partners in the Learning and Development Division and the International Region, who have continually supported the delivery of our training in the regions as well as overseas;
5. The positive reputation of the OCR and the high level of satisfaction from participants, which contribute to the promotion of OCR services by word of mouth;
6. Our Communication Strategy, which has increased the visibility of our services; and
7. The accessibility and quick delivery of our services.

### Training Distribution

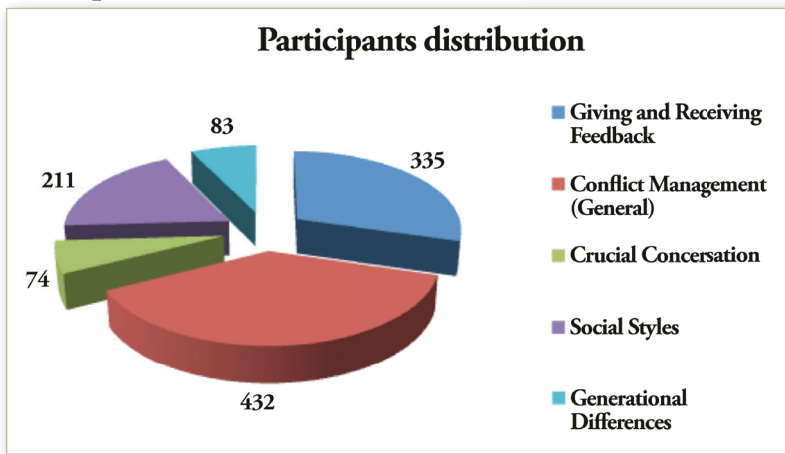
Training workshops are normally scheduled based on clients' requests. This year, a good portion of OCR training was coordinated through the Learning and Development Division (HR) in support of the Performance Management initiative. Of the 77 training sessions delivered this year (Figure 7), almost 40.3% were dedicated to helping managers and employees with this initiative, such as: "Giving & Receiving Feedback" and "Crucial Conversations"; 32.5% of the training activities were dedicated to helping employees in conflict management; and 23.4% were related to team building workshops.

**Figure 7**  
**Number of training sessions in 2014–2015**



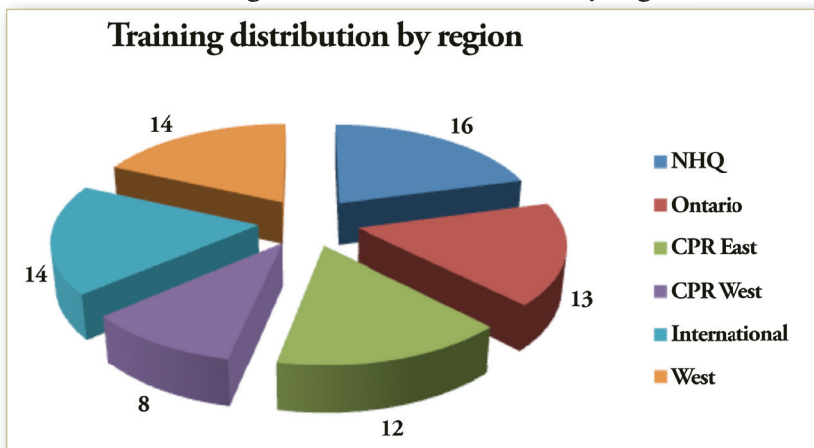
Of the total 1,135 participants, 38% attended a session in order to gain some skills in relation to performance management, 36% attended a session to gain informal conflict management competencies and 26% attended to gain a better understanding of different interpersonal styles and perceptions.

**Figure 8**  
**Participants' distribution in 2014–2015**



The OCR has been very active in the regions and overseas this fiscal year. We succeeded in offering training in every region and still strive to continue to do so in the coming years. Most of the training workshops were coordinated through the regional training coordinators, while others were coordinated directly with the client.

**Figure 9**  
**Number of training and awareness sessions by region**





## Training Details

All training and awareness sessions this fiscal year were available in French and English.

➤ One and a half-day workshop: “Being a Point of Contact – ICMS @ Work”

Thirty-two managers or supervisors attended one of the four workshops offered this year. This mandatory learning activity for middle managers is designed to enhance understanding of the various roles that exist in our integrated approach to conflict resolution while enhancing skills for dealing with conflict. This workshop is also offered to HR professionals and Bargaining Agents.

➤ One-day workshop: “Essentials for Constructive Conflict Management”

There were two of these workshops offered to employees this fiscal year, which enabled us to train 24 indeterminate employees to identify their own conflict styles and improve their communication skills. We also took this opportunity to inform them of the informal conflict resolution options available at the OCR.

➤ Half-day workshop: “Conflict Resolution”

Due to operational requirements, the OCR developed a half-day workshop on informal conflict management, which covers the basics of the ICMS, services of the OCR and tools to improve communication. This fiscal year, we offered nineteen such workshops and trained 376 casual, term and student employees as well as Locally Engaged Staff abroad. These half-day workshops allowed us to improve awareness of the ICMS and provide tools for resolving or reducing conflicts.

➤ Two-day workshop: “Crucial Conversations”

In an effort to offer the opportunity to enhance conflict resolution and communication skills, we provided five training sessions to 74 management members across Canada and abroad.

➤ Half-day workshop: “Giving and Receiving Feedback”

This new workshop was launched in September, 2014 to help managers, supervisors and employees improve their skills in giving and receiving effective feedback. For the 2014–2015 fiscal year, the focus of this workshop was on providing this training to members of management, although the workshop is intended for employees and management at all levels of CIC. Within seven months, we provided 26 sessions to 335 participants.

➤ Half-day workshop: “Generational Differences”

This workshop raises awareness of generational differences in the workplace and introduces employees to strategies for improving intergenerational communication and dealing with potential conflicts. Five sessions were delivered to 83 participants this fiscal year.

➤ Half-day workshop: “Social Styles”

In this team-building workshop, participants use a questionnaire to identify their own Social Style or preferred style of interaction with others. We use exercises and activities in small and large groups to explore the characteristics of each style, when each might be useful and how to adapt to others’ style preferences when appropriate. This workshop was launched in June, 2014, and 13 sessions were delivered to 211 participants this fiscal year.

➤ Specialized awareness sessions:

96 employees who attended training sessions also attended one of three OCR specialized awareness sessions or information kiosks this fiscal year. The sessions and kiosks are an opportunity for employees to learn about available OCR services. In the past, we have provided a greater number of awareness sessions (see Figure 7). This fiscal year, we invested more time and resources into providing CIC staff with skills and knowledge to help improve their competencies in conflict management through training. The workshops provide an opportunity to go beyond just learning about the Office of Conflict Resolution.

➤ International Conflict Resolution Day:

For International Conflict Resolution (CR) Day on October 16, 2014, we promoted our services with a promotional video through Today@CIC. The promotional video was produced by the Federal ICMS Network and was titled *ICMS: Improving the Workplace, One Conversation at a Time*. This video is still available on our intranet site.

Reporting on the OCR’s training and awareness activities began in 2006. Since then, over 5,846 CIC employees have attended an OCR training session, and more than 4,379 have participated in an awareness session. These activities are integral to the OCR’s work of helping employees enhance their conflict resolution skills.

## Communication

In terms of communication and promotion of the ICMS, we have increased our efforts to add tools and information to our redesigned website, making them more easily accessible to all CIC staff. Consequently, the traffic to our intranet site has increased significantly from last year, going from 100 visits in 2013–2014 to more than 3,342 visits in 2014–2015.

Moreover, we continued to publish our online newsletter, *Dear Coach*, which provides suggestions, case studies, tips and tools to help all CIC employees become more effective in dealing with difficult situations, such as: “Indirect Aggression” – April, 2014; “Performance Management” – May, 2014; “Fretful About Being Fired” – July, 2014 and “Performance Management” – February, 2015. After posting the *Dear Coach* newsletters, we often receive

an influx of responses from readers with whom the scenarios resonate and who appreciate the indirect assistance with situations they may be facing at work.

The OCR continues to engage key stakeholders through the CIC Informal Conflict Resolution Network (ICRN). This provides the OCR with opportunities to meet twice a year with union and HR representatives, employees and members of management to discuss trends in conflict resolution as well as recurring difficulties in CIC workplaces.

## Client Satisfaction

To continually provide services that are timely and effective, the OCR solicits feedback from our clients on an ongoing basis by providing evaluation forms immediately after facilitations/mediations as well as after training sessions. Furthermore, to ensure that clients are able to use their newly learned ICMS skills, we send them an electronic survey to evaluate the long-term impact of our training and services. This year we sent 912 survey requests and received results from 192 respondents, which is a 21.1% response rate.

Overall, the results from client evaluations continue to demonstrate a high level of satisfaction with the various services and training offered by the OCR.

### 1. Conflict Resolution workshops for employees:

- 81% of participants would recommend the workshops to their colleagues.
- 93.4% of participants found the workshops relevant and useful.

**“Good techniques for dealing with others. Reminder that sometimes reacting in a certain way would make me feel better but might not be productive. It’s more important to use communication methods that will result in a positive outcome.”**

### 2. “Being a Point of Contact – ICMS @ Work for Managers, HR and Union Representatives”:

- 70% of participants would recommend the workshop to their colleagues.
- 76% of participants found the workshop relevant and useful.

**“The interactive exercises and the resolution tool were most helpful.”**

**3. “Crucial Conversations”:**

- 100% of participants reported that the skills learned in the workshop would be beneficial in their professional life.
- 96.3% of participants would recommend the workshop to their colleagues.

**4. “Social Styles”:**

- 92.1% of participants would recommend the workshop to their colleagues.
- 95.3% of participants found the workshop relevant and useful.

**“Gave me a better understanding of colleague behaviours and how to interact with them, given certain situations.”**

**5. “Generational Diversity in the Workplace”:**

- 95.8% of participants would recommend the workshop to their colleagues.
- 94.6% of participants found the workshop relevant and useful.

**6. “Giving and Receiving Feedback”:**

This fiscal year, the focus was on training management members, although the workshop is intended and useful for CIC staff at all levels.

- 98% of participants found the workshop relevant and useful.

**“I have to provide feedback to employees. This course gave me tips for enhancing the feedback I provide, both positive and negative.”**

## 7. ICMS Services:

Services offered by the OCR are part of the Informal Conflict Management System (ICMS) and are confidential, neutral and impartial. An informal approach is preferred because it is less costly, considering that it allows people to manage their conflicts as they occur, at the lowest possible level and as close as possible to the source of conflict.

- 90% of respondents were satisfied with the conflict resolution coaching services they received.
- 52.9% of facilitation/mediation clients felt that facilitation/mediation was an appropriate method to help them resolve their conflict.
- 70.6% of facilitation/mediation clients would recommend the process to their colleagues.

**“I was very pleased with the entire experience, and it helped us both in coming to a much better working environment that benefited everyone, not just the two of us.”**

The long-term goal of offering training and ICMS services is to allow clients to improve their communication and conflict resolution skills and enable them to try to resolve future difficult situations on their own. According to our client survey from this fiscal year, 37.6% of clients encountered a difficult situation after receiving our services, and 71.9% were able to apply some of the skills they had learned. For example, 61.8% indicated they used the active listening method, and 49.1% indicated they used the open questions technique to better understand the other perspective. This demonstrates that our services have a positive impact on CIC’s culture of informal conflict resolution by providing effective tools and training to employees and management.

## Conclusion

With this report, the Office of Conflict Resolution (OCR) is finishing its ninth year of operation at CIC. Now largely integrated into the various conflict resolution mechanisms at CIC and recognized as a key partner in promoting a healthy and respectful work environment, the OCR plays an important supportive role in a number of initiatives and directives, including the Performance Management Directive. This demonstrates that, on the eve of its 10th anniversary, the OCR is perceived as an essential resource.

The OCR continues to provide the usual services of an informal conflict management office and strives to find ways to be more efficient by listening to its clients and using new technologies to reach as many employees and managers as possible. Over the coming year, in line with CIC priorities, the OCR has made the following commitments:

- To contribute to the improvement of areas identified in the last PSES;
- To continue prevention activities in support of the Performance Management Initiative; and
- To rejuvenate the training program in conflict management in order to develop relevant competencies in employees.

The OCR remains strongly committed to pursuing its leadership role in developing learning activities and tools to assist employees and managers in preventing and effectively managing conflicts that may arise in the workplace.