



# OFFICE OF CONFLICT RESOLUTION

# ANNUAL REPORT 2016–2017



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

Canada

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# LETTER TO THE DEPUTY MINISTER

Ms. Marta Morgan  
Deputy Minister  
Immigration, Refugees and Citizenship Canada

Dear Ms. Morgan:

I am pleased to submit the 2016–2017 Annual Report of the Office of Conflict Resolution of Immigration, Refugees, and Citizenship Canada.

The report presents an overview of our accomplishments and activities for the period of April 1, 2016, to March 31, 2017. It outlines how the Office of Conflict Resolution has helped the Department meet its own priorities, and those of the public service, through the preventative and resolution work that our services provide. These services include mediation, group processes, coaching and training.

The Office of Conflict Resolution has continued to provide a timely and neutral approach to help those in conflict find creative solutions that are sustainable and beneficial for all involved and that contribute to overall workplace well-being.

Cordially,

Stéphane Cardinal  
Director and Informal Conflict Management System Senior Officer  
Office of Conflict Resolution

# MESSAGE FROM THE DIRECTOR OF THE OFFICE OF CONFLICT RESOLUTION

I recently witnessed the benefits of a person feeling safe enough to interact with their supervisor to provide constructive feedback on that supervisor's management style and the impact it had on them. Knowing how to deliver a crucial message without offending another individual and knowing how to respond to such a key message requires good communication skills, humility and a desire to learn and to adapt. With the assistance of Office of Conflict Resolution (OCR), both parties felt heard and respected by one another. This reaffirmed the need for the services that the OCR offers and illustrated how much we value being able to support you when you need us most.

Based on the information and statistics in this report, I can say with confidence that the OCR team continues to have the privilege to connect with employees at all levels of the Department to explore how a difficult situation can be managed effectively to preserve a professional working relationship. We feel this privilege in three ways:

- First, OCR staff acknowledge and recognize how vulnerable a person may feel when disclosing a personal experience, and the level of trust that is required in doing so.
- Second, OCR staff understand that the informal process offers a unique opportunity to resolve conflict, but that this same opportunity requires much effort as well as sincere desire to improve one's communication skills and a genuine interest in knowing the other person's perspective. This may be a novel and sometimes intimidating experience to live in one's career.
- Finally, OCR staff appreciate the level of courage that is required from our clients, who voluntarily choose to engage in an assessment process where one's level of leadership, resiliency or self-awareness may have been called into question.

Dealing with conflict as soon as it occurs prevents it from escalating and creates an opportunity for engaging in constructive dialogue and gaining valuable insights. Immigration, Refugees and Citizenship Canada (IRCC) prides itself on promoting a culture of prevention rather than reaction by having trained experts in conflict management who can assist employees at all levels in resolving their issues by way of the various services offered, such as mediation, facilitated discussion, conflict coaching, group processes and training sessions. The OCR is committed to increasing its efforts in raising awareness surrounding the informal conflict management systems and to ensuring that our services are accessible and relevant to all employees.

In conclusion, I encourage all IRCC staff to familiarize themselves with OCR services and their benefits by way of this report. We look forward to serving you, your team and the overall health of IRCC.

Stéphane Cardinal  
Director and Informal Conflict Management System Senior Officer  
Office of Conflict Resolution



## EXECUTIVE SUMMARY

In 2016–2017, the Office of Conflict Resolution (OCR) received 198 new cases, in addition to 22 cases carried over from the previous fiscal year. These involved a total of 280 clients, of which 68.6 percent were first-time users and more than 56 percent were self-referred. Similar to previous fiscal years, conflict coaching was the most frequently used OCR service, comprising 47 percent of all services provided. The use of OCR services this fiscal year indicates that Immigration, Refugees and Citizenship Canada (IRCC) employees and managers have an interest in resolving conflict before it escalates and want to improve their skills in managing conflict on their own. The primary conflicts in cases handled by the OCR continue to be interpersonal or work issues, accounting for 48 percent of cases. Of these, 38.1 percent involved interpersonal conflicts between a manager and a subordinate, while the remainder involved conflicts between 2 employees, between 2 members of management, or within a group.

The OCR also conducted 83 training or awareness sessions and presentations throughout the year. These sessions reached 2,027 participants, which is an increase from the previous year's figures of 73 events and 1,444 participants. Of the 2,027 workshop participants, 54 percent attended sessions on building civility in the workplace, 29 percent attended workshops on diversity and different interpersonal styles, 7 percent attended sessions that developed skills relating to performance management, and 10 percent attended sessions that build basic informal conflict management competencies and communication skills.

The OCR ensured the visibility of its website by promoting OCR services through its *Dear Coach* newsletter. In addition, the OCR conducted two surveys. The Civility Survey had 844 respondents. Through its training, the OCR made civility in the workplace its top priority in 2016–2017. An OCR survey was also conducted to determine awareness and use of the OCR within IRCC. This had 1,033 respondents.

## Background

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 conflicts as soon as they arise and at the lowest possible level.

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

- provide confidential, flexible, fast, informal and effective ways of handling conflict when and where it occurs;
- provide learning activities that develop 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.



## OCR AND IRCC PRIORITIES

The OCR strives to help achieve IRCC priorities — such as building a respectful, healthy and inclusive workplace. Addressing these priorities as everyday issues has contributed to achieving broader goals, such as increasing productivity, improving communication and reducing absenteeism. To support this, the OCR has contributed the following:

Respectful Workplace	Healthy Workplace	Inclusive Workplace
<p>The OCR responded to 61 cases that had themes of alleged harassment or bullying and 81 cases concerning management practices, of which 5 cases related to abuse of authority.</p> <p>While most situations were improved through tools provided in coaching services alone, some cases were provided mediation or facilitated discussions to help address the situations.</p> <p>To foster a respectful workplace, the OCR delivered 25 workshops on Building Civility in the Workplace, plus 9 sessions to establish team charters — to a total of 1,085 participants.</p> <p>The OCR also conducted a survey on civility in the workplace — see the summary of results on page 13.</p>	<p>The OCR responded to 22 cases that concerned duty to accommodate, 4 cases relating to work-life balance, and 4 cases regarding leave. Most of these cases were resolved by mediation or facilitated discussion.</p> <p>Stress at work (10.2 percent) and psychological health (40.6 percent) are some of the top reasons IRCC staff used the Employee Assistance Program. Given the implications of conflict on mental health, the OCR has added a course on Minding Difficult Conversations, to inform and equip managers and employees to better address mental health in the workplace.</p> <p>A series of <i>Dear Coach</i> articles were also written to explore various implications in regard to common workplace scenarios and their impact on mental health.</p>	<p>The OCR responded to 7 cases that had identified discrimination as a theme, in addition to 10 cases relating to different working styles, and a case related to diversity and employment equity. Most of these cases were resolved early on, through coaching services, and many had indicated improvements in their situation prior to the termination of the service.</p> <p>To help foster an inclusive workplace culture, the OCR delivered 3 workshops on Generations in the Workplace and 22 sessions on Social Styles — with a total of 588 participants. Both courses help teams better understand different approaches to working together.</p>

### Related Priorities

- Clerk of the Privy Council's Annual Report to the Prime Minister on the Public Service
- 2014 Public Service Employee Survey Results

### Related Priorities

- 2014 Public Service Employee Survey Results
- IRCC Diversity and Employment Equity 2015-2018 Plan

### Related Priorities

- IRCC Blueprint 2020
- IRCC Diversity and Employment Equity 2015-2018 Plan
- IRCC Psychological Health and Safety Strategy 2016-2019

# INTERVENTIONS

When a client contacts the OCR, we proceed with an informal consultation that includes the following:

1. Actively listening to the situation (in person or by phone).
2. Based on the circumstances and the context, offering informal process assistance including mediation, facilitation, personal conflict coaching and group intervention.
3. Determining how to engage other parties, should they need to be involved.

Clients normally contact the OCR by phone (1-877-690-7971), by email (Conflict-Resolution-@cic.gc.ca) or by visiting our offices at 365 Laurier, 3rd floor, Ottawa, Ontario.

On April 1, 2016, the OCR had **22** cases (consisting of **34** clients) that were carried over from the previous fiscal year. In addition, during 2016–2017 the OCR received **198 new cases** involving a total of **280** clients. A total of **15** cases remain open at the end of this fiscal year.

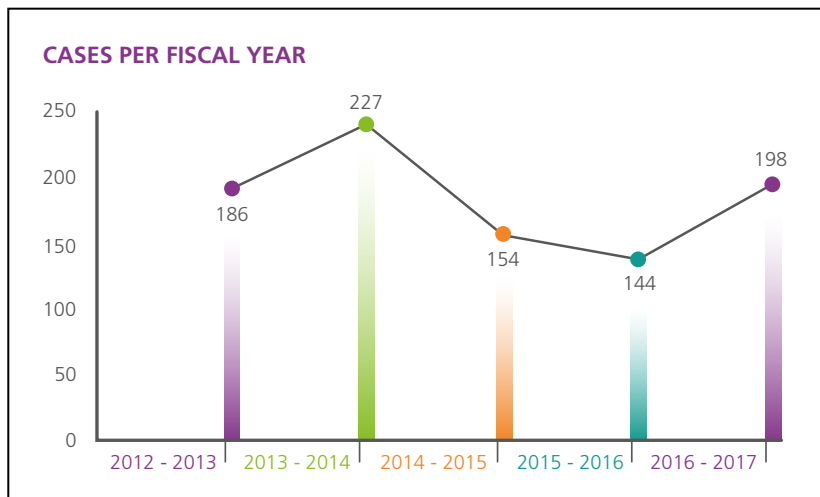
Of the **220** cases, **31.4 percent** involved returning clients, whereas **68.6 percent** were first-time users. The majority of clients who used our services were indeterminate employees (**96.4 percent**), and **48.6 percent** were supervisors or managers. The top classification groups to use OCR services include PM (**37.9 percent**), EX (**15.1 percent**) and EC (**11.4 percent**).

**Interventions**  
**220 cases**

- 198 new cases this fiscal year
- 68.6 percent first-time users
- 96.4 percent indeterminate
- 48.6 percent management

Since 2012, the OCR has changed its methods of obtaining and capturing statistics on its case work, mainly to be aligned with the methods of the Federal Informal Conflict Management System (ICMS) Network.

Given that cases carry over every fiscal year, the OCR has, on average, **80 cases per year**. Compared to 2015–2016, the number of new cases in 2016–2017 rose by **37.5 percent** (from 144 to 198).





## SOURCES OF REFERRAL

We maintain diverse points of access to our services throughout IRCC, so clients can become aware of the OCR and our services and training.

To help identify which access points are most used, the OCR asks each client how they have heard of its services.

Clients are generally self-referred, meaning they proactively seek out our services.

### REFERRAL SOURCES



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

IRCC employees at all levels 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.

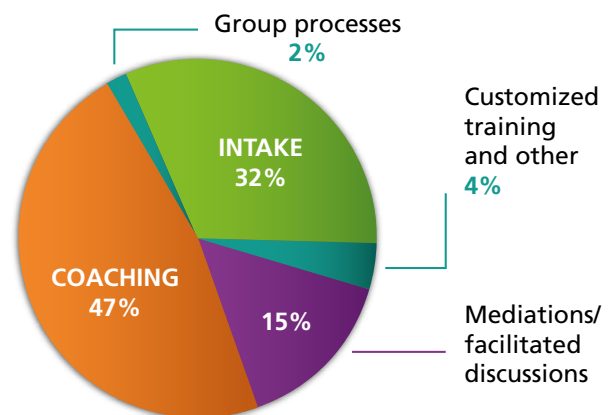
## SERVICES AND OUTCOMES

To illustrate the OCR's work during 2016–2017, this section provides a breakdown of the services used. This includes information from all **220** cases that were active during the year.

Like previous fiscal years, in 2016–2017, many IRCC staff chose to proactively resolve their conflicts on their own with our indirect assistance. Therefore, the OCR services were mainly preventative in nature, including **79 percent** of cases that were served through intake consultations and coaching. Services also included requests for tailored training that fall outside of the prepackaged workshops discussed on page 10.

This is encouraging, as it reflects the principle of the OCR — that is, to help address conflict early and at the lowest possible level.

### OCR SERVICES





32%

## INTAKE CONSULTATION

Similar to previous years, intake consultations and options development accounted for **32 percent** of interventions offered by the OCR this fiscal year. This service provides clients with the opportunity to better understand a situation and identify the options available for resolving a conflict.

47%

## COACHING

Conflict coaching represented **47 percent** of the cases this fiscal year, which is similar to last year's rate of **42.4 percent**. This specialized type of coaching can help employees and managers 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 a facilitator. Of the clients who provided an update to the OCR, **36.6 percent** reported their situation improved, and **8.6 percent** left their position.

15%

## MEDIATION AND FACILITATED DISCUSSIONS

When complicated situations need to be addressed, a facilitated discussion or mediation is often helpful to create a safe and constructive process for parties to find a mutually beneficial resolution and improve the working relationship. Facilitations and mediations accounted for **15 percent** of our interventions, which is similar to the rate of **12.5 percent** in the previous year; **16.7 percent** of these cases did not proceed; however, of those that did proceed, **80 percent** reached an agreement or partial agreement.

2%

## GROUP PROCESSES

Group interventions represented **2 percent** of total cases this fiscal year; however, they involved **28** clients and more than **124** hours of preparation and intervention. This is a decrease from the **338** hours invested in the previous year. Group processes are consistently the most demanding interventions in terms of time and resources. Typically, a group process brings teams together to constructively discuss and address difficult situations that may impact the work environment. All group interventions were at least partially successful, with **33.3 percent** resulting in resolving issues, and **66.6 percent** resulting in partial resolution.

4%

## CUSTOMIZED TRAINING AND OTHER WORK

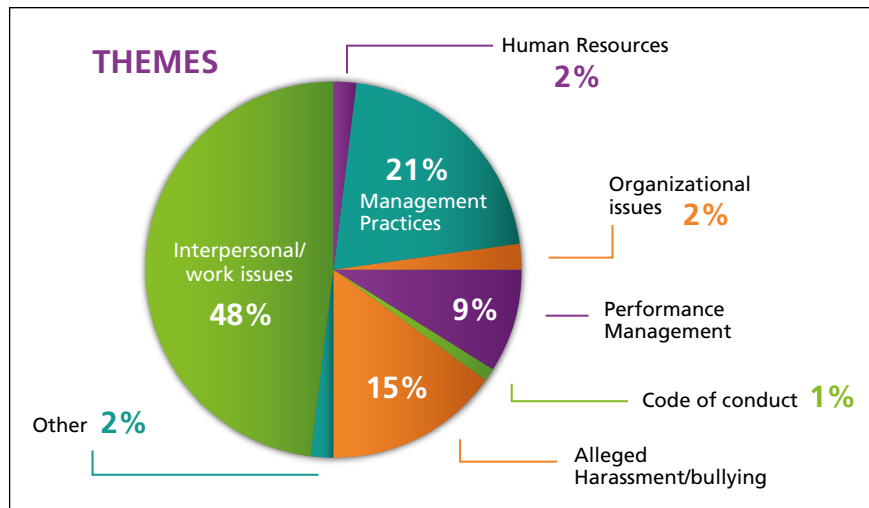
Specialized tools and customized training accounted for **4 percent** of our work for the 2016–2017 fiscal year, which is a decrease from the previous rate of **8.3 percent**. Customized training is provided to respond to the diverse training needs of clients and involves designing or adapting existing training to meet operational needs, developing a virtual version to meet regional needs and creating a new workshop to meet a team's particular needs, such as developing skills in change management.

## SOURCES OF CONFLICT

In 2016–2017, the relative rank of each category of source of conflict was consistent with previous years. The most common source of conflict was in the category of **Interpersonal and Work Issues** at **48 percent**. This category includes intergenerational and team issues, personality and work styles, and ineffective communication. Also, within this category, **38.1 percent** of the cases involved interpersonal conflicts between a manager and a subordinate. The remainder of cases involved conflicts between two employees, between two members of management or within a group.

The next most significant source of conflict was **Management Practices**, which includes abuse of authority, management decisions, work-life balance, roles and responsibilities and duty to accommodate. Altogether this accounted for **21 percent** of cases.

The third most frequently identified source of conflict was **Perceived Harassment or Bullying**. At **15 percent**, this was an increase from the previous fiscal year (**12.5 percent**) and equal to the 2014 Public Service Employee Survey (PSES) results for harassment at IRCC (**15 percent**). It is important to note that the issue of perceived harassment is



often resolved once both parties identify the miscommunication or misunderstanding that has occurred and agree to modify behaviours or interactions.

Finally, the percentage of issues related to **Performance Management**, which accounted for **9 percent** of conflicts reported, is similar to previous years (**8.5 percent** in 2015–2016, **8.9 percent** in 2014–15 and **8 percent** in 2013–2014). Interestingly, we have noticed a recurring pattern of management describing a situation as performance management issues and employees reporting the same situation as perceived harassment or management style issues. Different perceptions of the same situation are common in many conflicts and can be addressed with open communication regarding intentions and impact.

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 often affects whether there will be a positive or negative outcome.



## CLIENT SATISFACTION

The OCR's established service standard is to respond within 24 to 48 hours of the initial contact by the client. **In 2016–2017, in 99.5 percent of cases, clients were able to receive OCR services with no appreciable delay.** The OCR tries to schedule interventions as quickly as possible.

The average duration of a case this fiscal year was **41** calendar days, which is a significantly shorter period than last year's average of **58.3** days. There is a broad spectrum for how long each case takes from initial contact to closing, which for this fiscal year, ranged from **1** day for some cases to **235** days for the longest case.

The number of days a case is open or active is mainly influenced by the availability of participants, conflicting schedules and the complexity of the situation. This is especially true when services are provided outside the National Capital Region, where travel preparations are necessary.

Duration can also be explored through the number of hours invested in resolving each case. This fiscal year, the amount of time invested by a practitioner ranged from **1** hour for simple cases to more than **84** hours for long-term, complex situations. On average, cases were addressed within **6** (non-consecutive) hours of work.

“

I felt heard and understood and like I had time to explain everything, and the advisor was very caring and not dismissive in any way. The advisor always answered my emails promptly, and even followed-up with me a few weeks after our meeting.

”

### DURATION

**198 cases**

**99.5%** contacted within 48 hours

Shortest duration: **1** calendar day

Average duration: **41** calendar days

Longest duration: **235** calendar days

### WORK TIMES

Shortest case: **1** hour

Average case: **6** hours

Longest case: **84** hours

# PREVENTION

## Training events

In 2016–2017, the OCR delivered **83** events across all sectors and regions (including internationally). A total of **78** training sessions and **5** stand-alone awareness sessions allowed **2,027** participants to learn about the OCR.

Compared to last fiscal year, the OCR has had an increase of 10 events and an increase of **583** total participants.

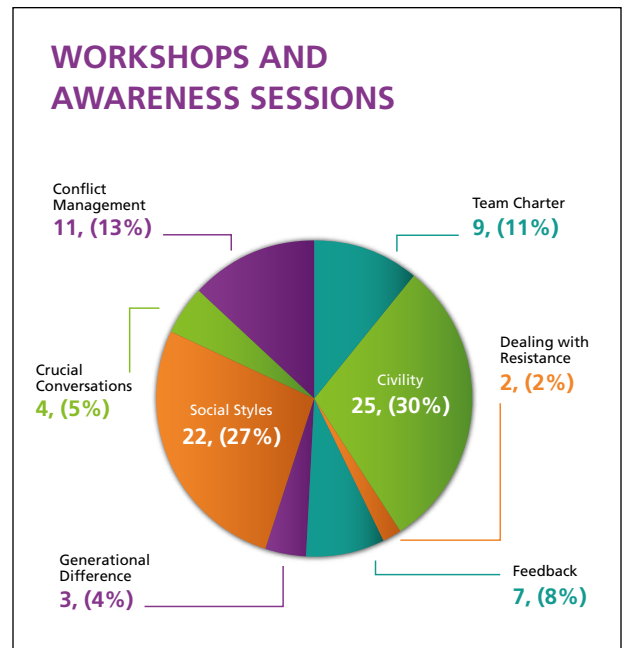
Of the total **2,027** participants, **54 percent** attended sessions on building a better understanding of civility in the workplace, **29 percent** attended workshops that provide insights into diversity and different interpersonal styles, **7 percent** attended sessions that developed skills relating to performance management and **10 percent** attended sessions that developed informal conflict management competencies and communication skills.



## Workshops delivered through the fiscal year

In 2016–2017, the OCR promoted its new course, Building Civility in the Workplace. Consequently, the office delivered **25** of these workshops, plus **9** additional sessions helping teams to create a Team Civility Charter. Overall, these new offerings represented **41 percent** of the training sessions provided by the office.

With some exceptions, OCR staff delivered between **7 and 10** workshops per month, on average.

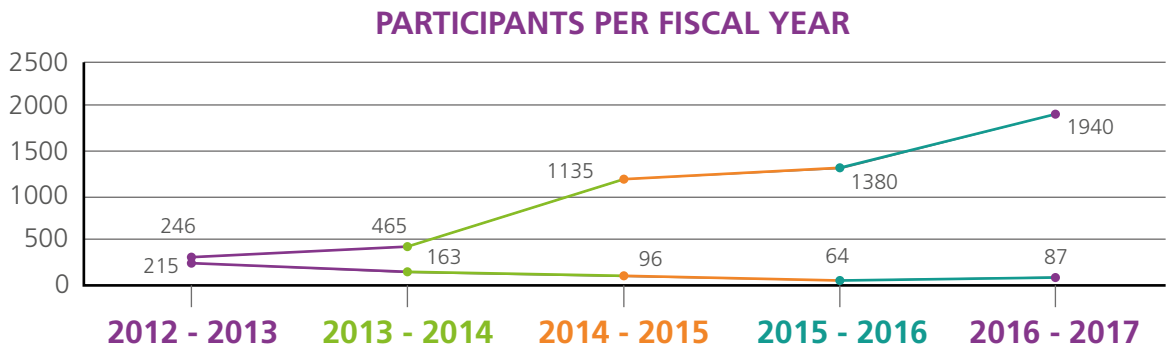


## TRAINING EVENTS BY MONTH



# WORKSHOPS DELIVERED THROUGH THE FISCAL YEAR

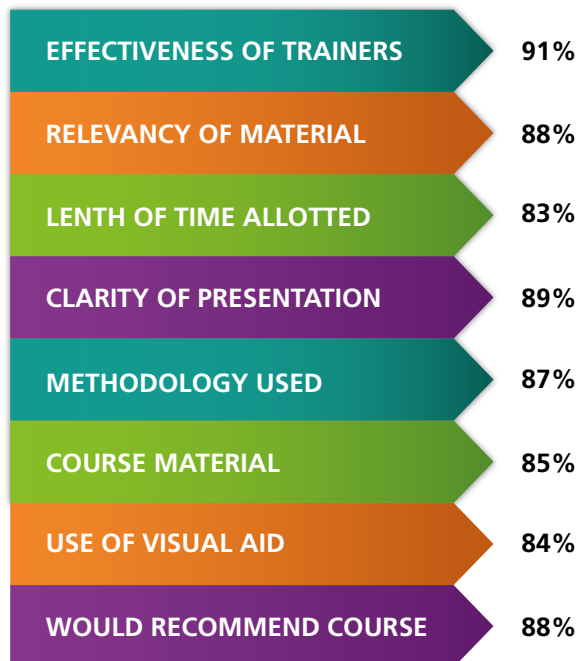
Since 2006, more than **9,666** IRCC participants have attended an OCR training session, and more than **4,530** have participated in an awareness session. Yearly comparisons indicate a significant increase in participants attending training. These skill-building workshops are important to create a healthy and productive workplace. Moreover, the training sessions also indirectly increase participants' awareness of our services, thus decreasing the need to deliver specific awareness sessions.



## Participant satisfaction for training

The OCR engages in post-event evaluations to assess how we did and what could be improved. We collected **1,474** evaluations from **2,027** participants this past year, representing a **73** percent collection rate.

### PARTICIPANT SATISFACTION



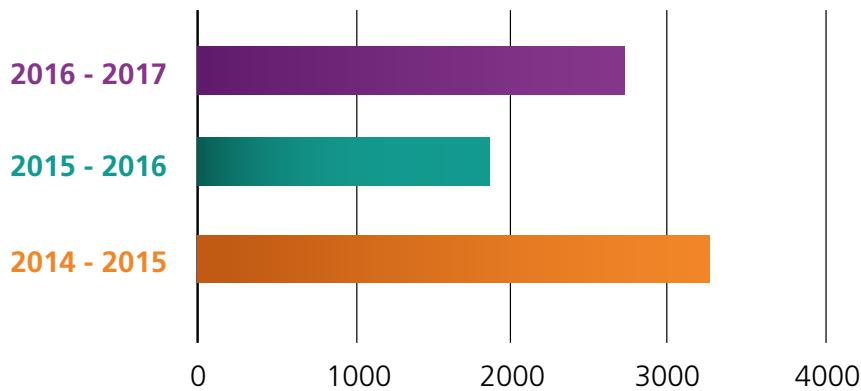
On an effectiveness scale, most participants have evaluated the experience with an OCR event as a positive one. Of particular note is the participants' tendency to enjoy presentation styles in relaying information and enacting activities.

Anecdotal data reveal that **434 participants (29.6 percent)** enjoyed the course due to its interactive and engaging approach, and **84** also indicated that they obtained a greater level of self-awareness and got to know their colleagues better.

## COMMUNICATION

The OCR uses a variety of vehicles to promote the use of its training and services. In addition, continued efforts are made to engage individuals and understand what's important to them through surveys.

### WEBSITE VISITS



## OUTREACH

### Website

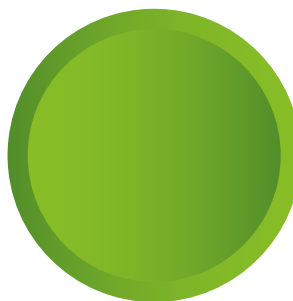
In terms of communication and promotion, we continued our efforts to add tools and information to the OCR website, making them more easily accessible to all IRCC staff. This year, the number of visits to our intranet site increased from last year, going from **1,855** visits in 2015–2016 to **2,757** in 2016–2017. Over the past three years, this represents an average of **2,650** visits per year.

### Articles

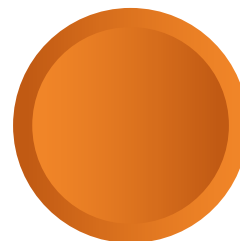
We continued to publish our online newsletter, *Dear Coach*, which provides suggestions, case studies, tips and tools to help all IRCC employees in dealing with difficult situations. An infographic on developing and maintaining New Year's resolutions was also developed. All articles remain available on the OCR website. *Dear Coach* articles included the following topics:



Performance Management -  
Dealing with Resistance



Cost of Avoidance



Scent Sensitivity



## CIVILITY SURVEY

In an effort to promote workplace civility and understand what behaviours IRCC staff deem most important in the workplace, a survey was conducted and was posted on *Today@IRCC* from August 31 to September 16, 2016.

**A total of 844 IRCC employees completed the survey.**

The results of the Civility in the Workplace Survey suggest that employees and managers at IRCC **value consideration, accountability and collaboration** as three of their fundamental guiding principles (i.e., “Cleaning up after yourself in common areas,” “Taking responsibility for your actions and looking for solutions rather than blaming others” and “Offering to help when a colleague is overwhelmed with work”).

IRCC employees appreciate respect and integrity in their interpersonal relationships and **respond more positively to a democratic style of leadership** (i.e., “Giving someone your undivided attention when they are speaking to you,” “Sharing your ideas in a respectful manner and not dismissing others’ ideas,” “Not texting or emailing during a meeting/turning off the Blackberry or the cell phone” and “Engaging with staff or providing context regarding decisions, instead of dictating the way things are going to be”). The survey results also demonstrated that IRCC staff value the importance of **effective and sound communication**.

Finally, although these results indicated that civil behaviours in the workplace are important to IRCC employees and management, they do not tell us whether these behaviours are systematically practiced within our workplaces.

The OCR endeavours to promote civility in the workplace and improve workplace wellness and inclusivity.

The entire survey results can be found on the OCR's [website](#).

### Civility and Leadership

Employees respond more positively to a democratic style of leadership.

### Civility and Conflict

Many of the respondents prefer that conflicts be resolved in a timely fashion rather than avoiding the person or situation altogether.

<sup>1</sup> The survey involved a self-selection non-probability sampling technique wherein IRCC employees voluntarily opted into the survey via a link provided on *Today@IRCC*. The results of the survey cannot be described as statistically projectable to the target population. Because the sample is based on those who initially self-selected for participation (in the panel), no estimates of sampling error can be calculated.



# IRCC EMPLOYEE SURVEY

We also conducted an anonymous survey to assess the Department's awareness and use of the OCR. The survey was promoted through Today@IRCC, through direct contact with clients and training participants and by senior management.

**A total of 1,033 respondents completed the survey: 802 employees and 231 managers**

The results of the survey indicate that **46 percent** of respondents are very familiar or familiar with the OCR. Presenting OCR services at team meetings was the most frequently suggested (**39 percent**) vehicle for further promotion. The majority of respondents indicated that they first heard of the OCR electronically (**23 percent**); among those respondents, approximately two thirds learned the OCR through Today@IRCC articles and one third via direct emails.

## Conflict Training

Many of the respondents view mandatory training as helpful. of

Of the respondents, **28%** had referred others to the OCR, with informal consultations the most frequently recommended services. Among those who had not referred anyone, more than half (**56 percent**) indicated they did not see the need for it.

More than 4 in 10 (**43 percent**) respondents had interacted with the OCR:

- **58 percent** by participating in training or information sessions; and
- **42 percent** for reasons of workplace conflict.

Among those who had experienced workplace conflict, half contacted the OCR within 4 months. A large majority of these respondents indicated that they had tried to resolve the conflict on their own. For those who came to the OCR, the majority agree or strongly agree (**77 percent**) that the OCR was easy to approach, that their work environment improved afterwards (**42 percent**), that their life overall improved afterwards (**34 percent**) and that the conflict did not recur (**40 percent**).

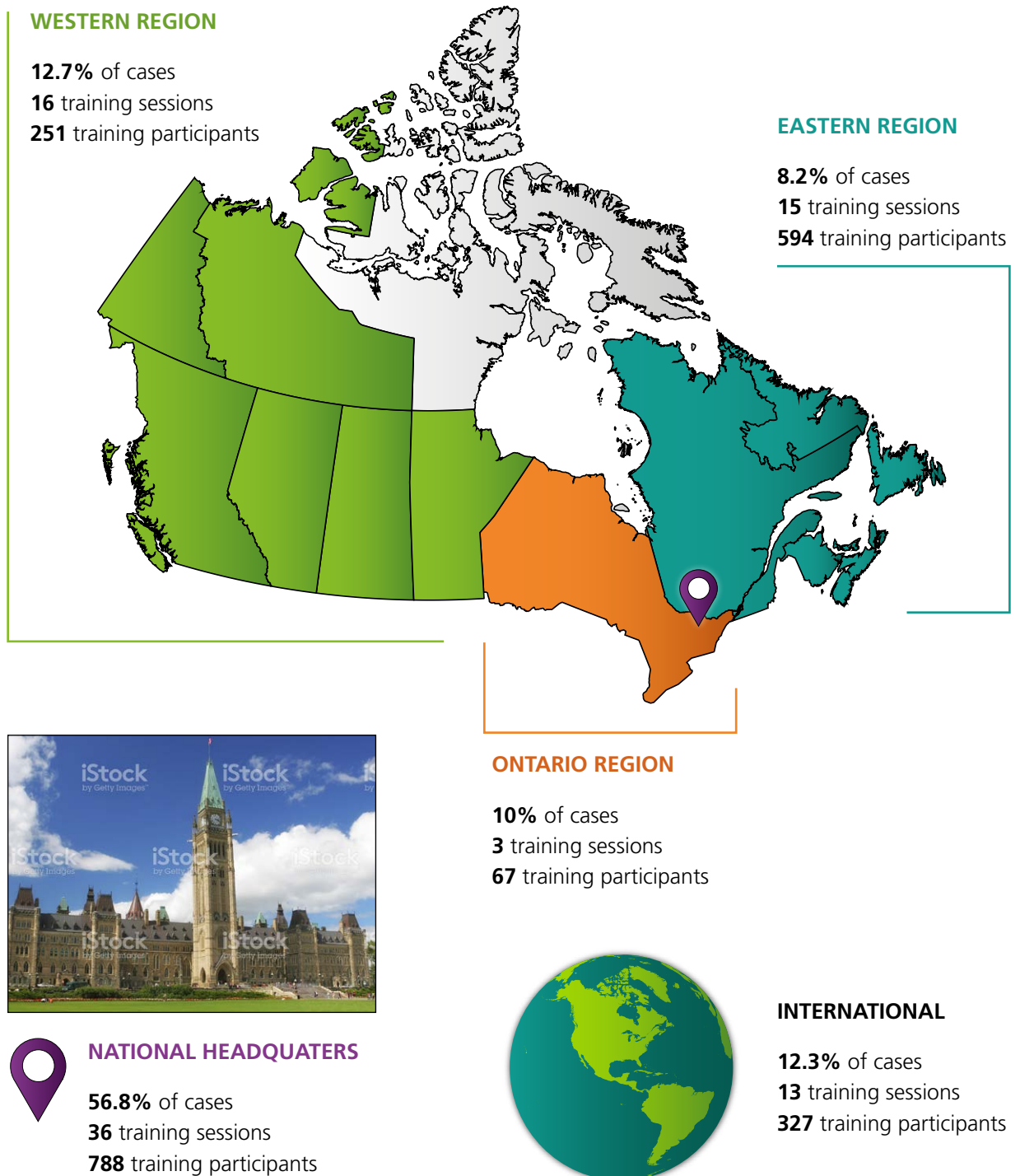
Among those who attended training or information sessions (**58 percent**),

- **56 percent** most recently attended a mandatory OCR event or session; among these respondents, **76 percent** agreed that making the event/session mandatory is a good idea;
- **36 percent** most recently attended an optional OCR event or session; one fifth (**20 percent**) of these respondents did so for reasons of personal development, wanting transferable skills and tools for their personal lives.

Across both types of training (mandatory and optional), the majority (**87 percent**) claim to remember 50-100 percent of it and **69 percent** strongly agreed or agreed that they apply principles learned in their training event or session. Most (**83 percent**) also indicated they would attend another OCR training event or session.

## REVIEW BY IRCC REGION

Although our office is located in Ottawa, we offer ICMS services to IRCC staff throughout Canada and internationally to the missions.



## REVIEW BY SECTOR

### OPERATIONS SECTOR

(5,103 full-time equivalents [FTEs] or 69.3% of IRCC)

#### Cases

- 60.3%** of all OCR cases
- 70.5%** were first-time users
- 54.4%** were employees
- 45.6%** were managers
- 39.4%** were coaching sessions
- 45.4** days on average

#### Top conflict themes:

1. Interpersonal and Work Issues
2. Management Practices
3. Alleged Harassment or Bullying

#### Training

- 77.1%** of OCR events
- 64** sessions
- 1,643** participants

#### Most frequent courses:

1. Social Styles
2. Building Civility in the Workplace
3. Civility Team Charter

### CORPORATE SERVICES

(1,100 FTEs or 14.9% of IRCC)

#### Cases

- 16.4%** of all OCR cases
- 61.1%** were first-time users
- 36.1%** were employees
- 63.9%** were managers
- 36.1%** were coaching sessions
- 51.4** days on average

#### Top conflict themes:

1. Interpersonal and Work Issues
2. Management Practices
3. Alleged Harassment or Bullying

#### Training

- 6%** of OCR events
- 5** sessions
- 84** participants

#### Most frequent course:

1. Building Civility in the Workplace



## STRATEGIC PROGRAM AND POLICY (590 FTEs or 8.0% of IRCC)

### Cases

- 14.6%** of all OCR cases
- 78.1%** were first-time users
- 56.3%** were employees
- 43.7%** were managers
- 46.9%** were coaching sessions
- 58.5** days on average

#### Top conflict themes:

1. Interpersonal and Work Issues
2. Management Practices
3. Performance Management

### Training

- 6%** of OCR events
- 5** sessions
- 110** participants

#### Most frequent courses:

1. Giving and Receiving Feedback
2. Building Civility in the Workplace

## INTERNAL SERVICES AND FINANCE (576 FTEs or 7.8% of IRCC)

### Cases

- 8.7%** of all OCR cases
- 57.9%** were first-time users
- 47.4%** were employees
- 52.6%** were managers
- 68.4%** were coaching sessions
- 40.1** days on average

#### Top conflict themes:

1. Interpersonal and Work Issues
2. Alleged Harassment or Bullying
3. Management Practices

### Training

- 4.8%** of OCR events
- 4** sessions
- 126** participants

#### Most frequent courses:

1. Building Civility in the Workplace
2. Civility Team Charter
3. How to Deal with Resistance in the Context of Performance Management



## CONCLUSION

The OCR is a key partner in promoting a respectful, healthy and inclusive work environment within IRCC. The increase in services and training suggests a growing need at IRCC for preventative measures in addressing conflict before it escalates. The OCR remains committed to leadership in developing learning activities and tools to assist employees and managers in preventing and effectively managing workplace conflicts.

The OCR's goal is to assist as many people as possible, at all levels, to become conflict-competent. The initiatives and interventions delivered this year have helped to achieve this goal. **The OCR made direct contact with individuals 2,307 times this year.** We will continue our efforts to reach out to IRCC managers and employees in the upcoming fiscal year.

The information provided on sectors can provide insights to senior management on the health and conflict competence of their teams. If requested, the OCR will be elaborating on these sectors' results through individual briefings with each sector and will be focusing on how to better serve the sectors moving forward.

Over the coming year, the OCR commits to doing the following:

- Support managers, team leaders and employees in improving results in the future PSES scheduled for 2017.
- Remain efficient and readily available to all IRCC staff.
- Collaborate with key committees and champions.
- Provide training and presentations to support IRCC priorities (e.g., mental health).
- Continue to reach out to managers and employees through a communications plan.
- Update electronic tools online.

The OCR looks forward to continuing its contribution to the success of IRCC.

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One of the most sincere forms of respect is actually listening to what another has to say.

— Bryant H. McGill

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When a flower does not bloom, you fix the environment in which it grows, not the flower.

— Alexander Den Heijer

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Never give up on mental illness. When “i” is replaced by “we,” illness becomes wellness.

— Shannon L. Alder

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