



Office of
**Conflict
Resolution**

2019 to 2020
**Annual
Report**



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

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LETTER TO THE DEPUTY MINISTER

Catrina Tapley
Deputy Minister
Immigration, Refugees and Citizenship Canada

Dear Ms. Tapley:

I am pleased to submit the 2019 to 2020 Annual Report for 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, 2019, to March 31, 2020. It outlines how the Office of Conflict Resolution has helped the department meet its own priorities and those of the public service, through the prevention and resolution work that our office provides.

Our services include facilitated discussions, mediations, group intervention, coaching and workshops.

The Office of Conflict Resolution continues 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,

Thierry Casademont
Acting Director and Informal Conflict Management System Senior Officer
Office of Conflict Resolution



MESSAGE FROM THE DIRECTOR OF THE OFFICE OF CONFLICT RESOLUTION

Immigration, Refugees and Citizenship Canada (IRCC) is becoming more dynamic in its workforce capacity, expanding our ability to communicate on different platforms and allowing better access to each individual in our organization. Throughout 2019 to 2020, IRCC has seen great changes in its operations, many due to the experimentation and innovation from the Transformation and Digital Solutions sector. The true adaptability of IRCC was highlighted in the departmental response to the COVID-19 pandemic. These times of change have been momentous for the department, and staff have answered the call to find new ways of working in all areas of IRCC.

Throughout the year, the Office of Conflict Resolution (OCR) has reliably answered organisational needs, has demonstrated a consistent level of excellence in its service delivery, and has shown great agility in responding to the COVID-19 crisis. I am proud of the performance our team has accomplished this year.

OCR aims to empower people to address conflict situations effectively in the workplace by heightening their skills and providing support and tools. To this end, we have met with over 500 clients and 2,810 workshop participants throughout the year. Providing a safe, impartial environment for IRCC employees and managers is important in times of conflict so that clients feel heard, are able to share personal stories without fear of reprisal, and can reflect on options to constructively address workplace issues. OCR is proud to support and contribute to the department's People Management Strategy, which aims to foster a respectful, healthy, and inclusive work environment.

As new realities in the workplace continue to materialize, OCR too must adapt. While it is unclear how the operations of OCR will be impacted by COVID-19 in the long term or even in the upcoming year, efforts will be made to continue to support the department through a greater online presence in the months and years to come.

Detailed information regarding the activities and outcomes for the 2019 to 2020 fiscal year is presented in this report. I invite you to read on to learn how our services benefit the organisation and all its employees on many levels, as well as the overall health of IRCC.

Thierry Casademont
Acting Director and Informal Conflict Management System Senior Officer
Office of Conflict Resolution

EXECUTIVE SUMMARY

In 2019 to 2020, the Office of Conflict Resolution (OCR) received **291** new cases, in addition to **49** cases carried over from the previous fiscal year. These involved a total of **512** clients, of whom **68.8%** were first-time users and **60.9%** were self-referred. The primary conflicts in cases handled by OCR continue to be interpersonal/work issues, accounting for **27%** of cases. Of these cases, **55.5%** involved interpersonal conflicts between a manager and a subordinate, while the remainder involved conflicts between 2 colleagues, conflicts within or between teams, or an employee needing assistance with a conflict within themselves.

OCR offered services such as consultations, conflict coaching, facilitated discussions, mediation, group interventions and the development of specialized tools. Similar to previous fiscal years, conflict coaching was the most frequently used OCR service, comprising **45%** of all services provided. The use of OCR services indicates that many IRCC employees and managers have an interest in resolving conflict proactively and want to improve their skills in managing conflict on their own.

OCR also conducted **152** workshops throughout the year. These sessions reached **2,810** participants, a decrease of **8** sessions and **441** participants from the previous year's figures. The objective of all our training is to build competencies to improve communication skills, emotional intelligence, and conflict resolution skills. Of the **152** sessions, **36%** built informal conflict management competencies, **24%** focused on change and innovation, **20%** concentrated on improving personal and team wellness, **15%** provided insights into interpersonal styles and inclusion, and **5%** aimed at fostering respect and civility in the workplace.

BACKGROUND

Since its creation in 2005, OCR has offered a confidential, impartial, neutral 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.

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

- provide confidential, impartial, flexible, fast, informal and effective ways of resolving conflict when and where it occurs
- provide workshops that develop the skills and abilities of employees to manage their own conflicts
- promote dialogue within IRCC to address issues and concerns
- provide specialized conflict resolution services, such as consultations, conflict coaching, facilitation, mediation, group interventions and the development of specialized tools



OCR TRENDS AND IRCC PRIORITIES

OCR strives to help achieve IRCC priorities, such as building a respectful, healthy and inclusive workplace. Addressing these priorities as everyday issues contributes to achieving broader goals, including increasing productivity, improving communication, reducing absenteeism, and making IRCC an employer of choice while assisting with IRCC's obligations under Bill C-65 and playing a core supportive role in a work context impacted by COVID-19.

Respectful Workplace

Over the last year, OCR responded to **40** cases that had themes of alleged harassment or bullying, **3** cases of sexual harassment and **15** cases related to abuse of authority.

While most situations were improved through tools provided in consultations alone, almost a third of all cases were offered mediation to help address the situations between **2** or more parties.

To encourage respectful work environments, OCR delivered **7** workshops on Building Civility in the Workplace, reaching a total of **117** participants.

Inclusive Workplace

OCR had **5** cases that identified discrimination as a theme. In addition, **42** cases were related to different working styles and **95** cases were related to management style.

Over half of these cases received coaching services, with many simply needing information or a tool to assist in moving forward. Almost a quarter of these cases were offered mediation.

To help foster an inclusive workplace culture, OCR delivered **1** workshop on Generational Differences and **22** sessions on Social Styles, with a combined total of **429** participants. Both courses help teams understand and appreciate how diverse perspectives make teams stronger.

Healthy Workplace

OCR assisted in **35** cases with a potential mental health concern identified by the clients. **Twenty-six** cases concerned duty to accommodate, **10** cases related to work-life balance and **9** cases regarded leave.

While approximately one-quarter of these cases were resolved early during initial consultation, over half were provided coaching as a way to help employees and managers gain the tools and techniques to improve their situation.

OCR provided workshops on Stress Management and Conflict (SMC) and on High Performing Teams (HPT) to help individuals better manage stress and to nurture psychologically safe workplace environments. OCR delivered **28** SMC and **3** HPT sessions, reaching a total of **647** participants.

Transformation

With the department's increased focus on transforming how IRCC operates, OCR received **14** cases related to change management. As the workplace continues to become virtual and more people work remotely, OCR will be capturing trends relating to telework in the upcoming fiscal year.

The service most often provided in change management situations was coaching.

OCR has also helped the department manage change by developing a workshop on Living Through Change, which was delivered **37** times and to **720** people. The course puts emphasis on engaging staff in dialogue through question thinking.

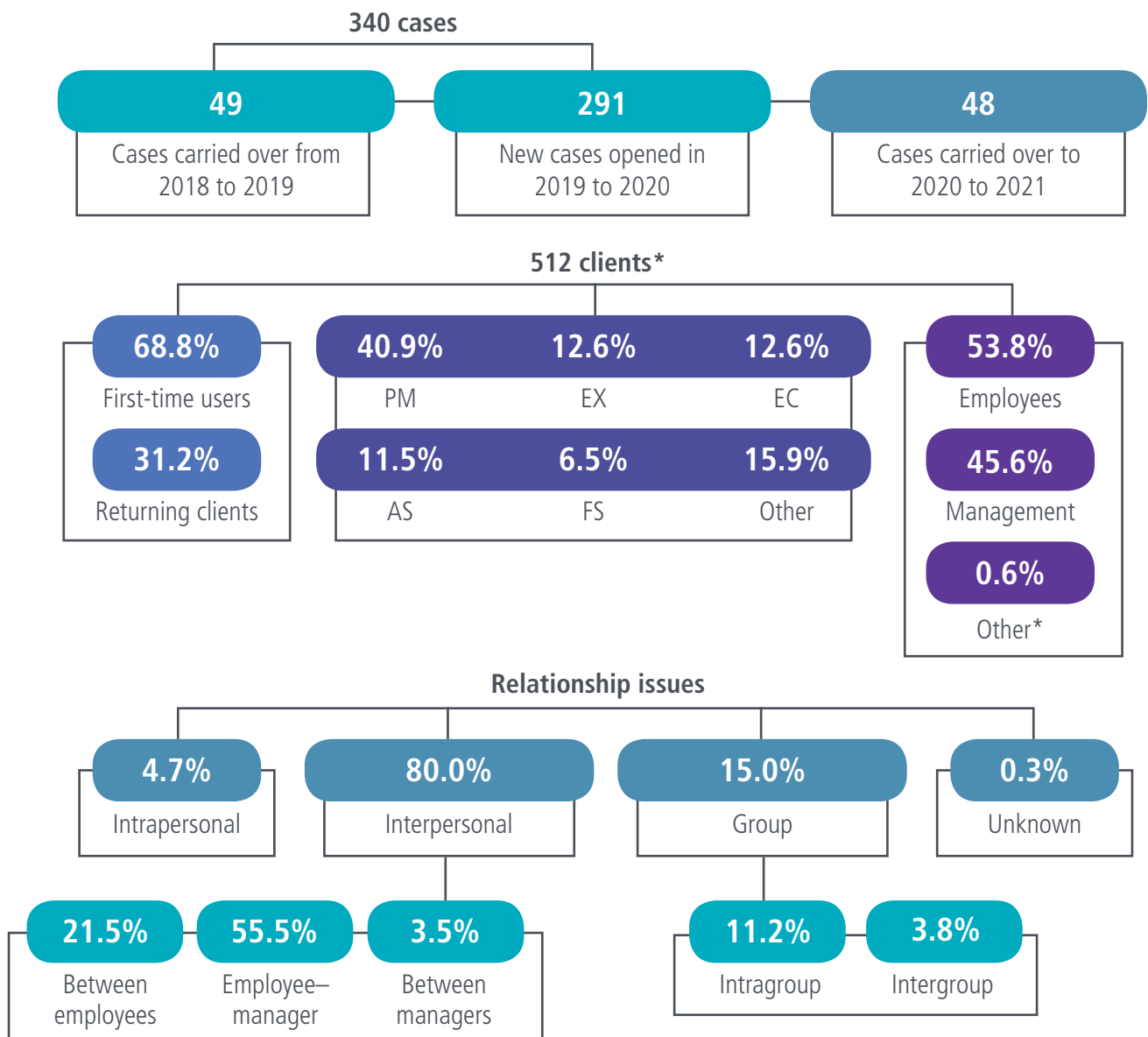
INTERVENTIONS

Clients generally contact OCR by phone (1-877-690-7971), by email (Conflict-Resolution-@cic.gc.ca) or by visiting our office at 365 Laurier Avenue West, 3rd floor.

When a client contacts OCR, we proceed with an initial consultation that includes

1. actively listening to the situation (virtually or in person)
2. discussing conflict management options and then, based on the circumstances and context, offering OCR services such as mediation, conflict coaching, and group intervention
3. determining with the client how to engage other parties, should they need to be involved

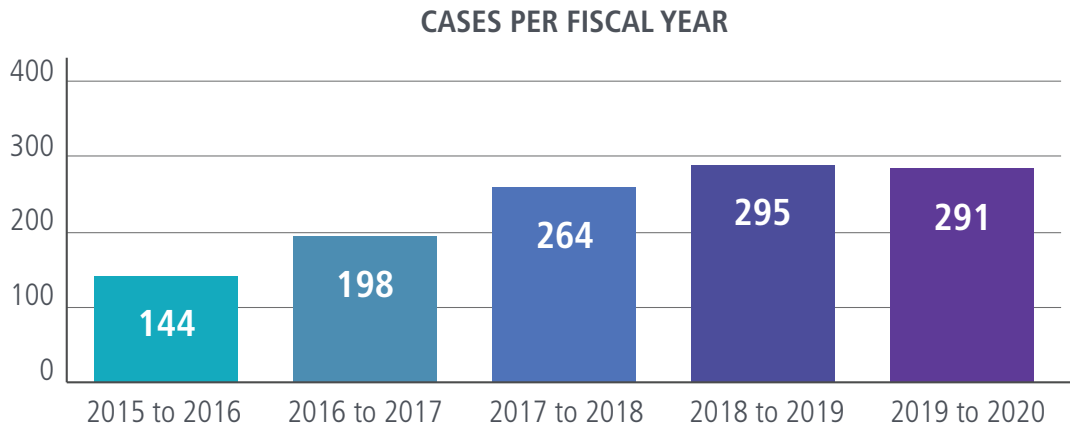
Case breakdown



*The category "Other" is utilized when a client wishes to remain anonymous or if the information is not available when data is gathered. It may also include individuals who are utilizing services for or with the department but are not employees or managers within IRCC (lawyers, labour relations, union and bargaining agent representatives, etc.).

CASES PER FISCAL YEAR

Taking into account that cases carry over every fiscal year, OCR has had, on average, **238 cases per year** in the past 5 years. Compared to 2018 to 2019, the number of new cases in 2019 to 2020 maintained a similar level (from **295** to **291**). The slight decrease in cases is likely linked to a decline in service requests in mid-March 2020, probably due to the COVID-19 pandemic.



SOURCES OF REFERRAL

OCR maintains diverse points of access, so that clients may become aware of our services and other resources available to them. To help identify which points of access are most used, we keep track of how each client has come to OCR and to whom we refer clients. Clients are generally self-referred, which means they have learned of OCR services independently, perhaps through attending a presentation or workshop, seeing a poster or other promotional material, or reading about us on the intranet. During the course of the discussion with an OCR practitioner, clients may be referred to other resources to supplement OCR services.

Referrals to OCR

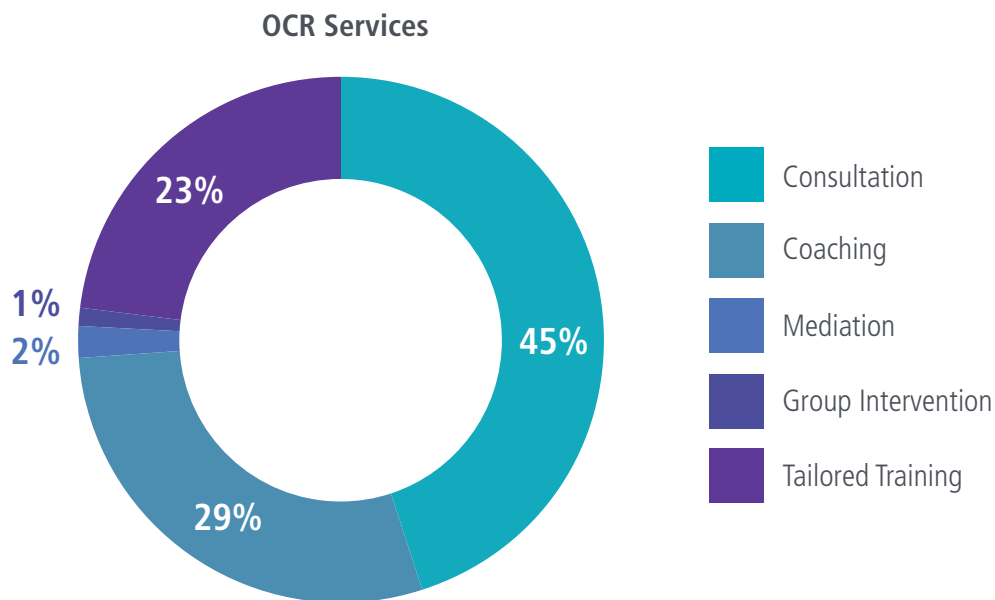
| | |
|-----------------|-------|
| Self-referred | 60.9% |
| Management | 13.8% |
| Colleague | 8.2% |
| OCR | 6.2% |
| Human Resources | 5.3% |
| Union | 4.7% |
| Unknown | 0.9% |

OCR referrals to other resources

| | |
|-------|------------------|
| 61.8% | No referral |
| 16.2% | EAP |
| 9.1% | Union |
| 6.5% | Labour Relations |
| 4.1% | Other |
| 2.1% | Human Resources |
| 0.3% | Unknown |

SERVICES AND OUTCOMES

To illustrate OCR's work during 2019 to 2020, this section provides a breakdown of the outcomes of our services. This includes information from all **340** cases that were active during the year. Like previous fiscal years, many IRCC staff proactively addressed conflicts with our assistance via coaching so that they could become more "conflict competent" and comfortable with having conversations without a facilitated discussion or mediation. As such, **74%** of OCR services were mainly without direct multi-party intervention. This is encouraging, as it reflects a fundamental principle of OCR—to help address conflict early and at the lowest possible level. We also received requests for tailored training to help address unique team issues.



The costs of not resolving workplace conflicts

Although OCR's main mandate is to help resolve conflicts, we are a voluntary service, which means clients are free to choose to proceed with an informal process or not.

Of the **291** cases seen by OCR, **6.8%** of the clients left their position and another **2.1%** left on sick leave. A total of **52%** of cases where mediation was offered did not proceed to a joint discussion due to refusal by one or both parties. Of these cases, only **16.7%** reported an improvement in their situation, leaving **83.3%** having mixed or no improvements.

Moreover, this data only reflects the information related to clients who reached back out to OCR. It is unknown how many other job changes and how much sick leave at IRCC may be related to unresolved conflicts.

29%

Consultations

Similar to previous years, consultations that include option development (but do not proceed to any other OCR services) accounted for **29%** of interventions offered by 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.

45%

Coaching

Conflict coaching represented **45%** of the cases this fiscal year, which is a slight increase from last year's rate of **43%**. This specialized type of coaching can help employees and managers develop new skills and strategies to improve communication and manage conflicts with others. These skills are particularly useful in interpersonal conflict situations in which clients are preparing to have difficult conversations without a facilitator. Of the **38%** of clients who provided an update to OCR after using our services, **72.4%** reported their situation had improved.

23%

Mediation and facilitated discussions

When difficult 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 **23%** of our interventions, which is a decrease from the rate of **25%** in the previous year; **52%** of these cases did not proceed to a joint discussion due to refusal by one or both parties, and **15%** are in progress. Of the **32%** that have been completed, **81%** reached an agreement or partial agreement.

2%

Group interventions

Group interventions represented **2%** of total cases this fiscal year; however, they involved **84** clients and more than **100** hours of preparation and intervention. Group interventions are consistently the most demanding services in terms of time and resources. Typically, a group intervention brings teams together to constructively discuss and address difficult situations that impact the work environment.

1%

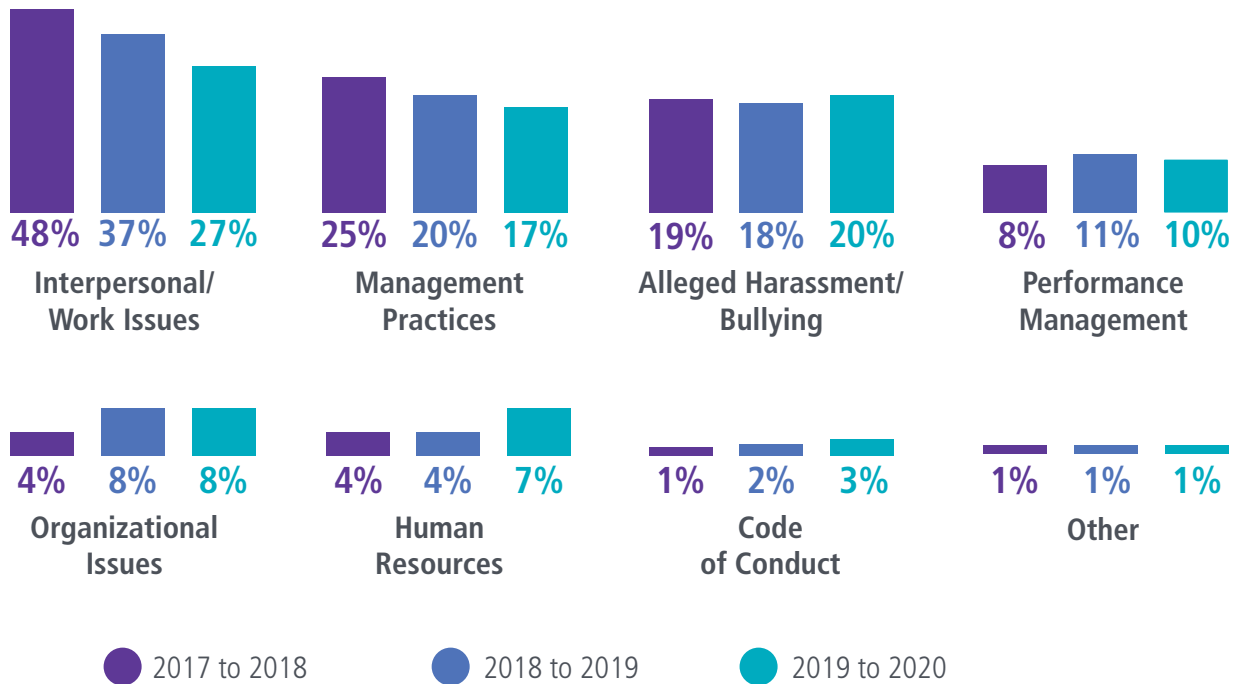
Customized training and other work

Specialized tools and customized training accounted for **1%** of our work for the 2019 to 2020 fiscal year. Customized training is provided to respond to the diverse training needs of clients. It involves designing or adapting existing training to meet operational needs, developing a virtual version for regions or creating a new workshop to address a team's particular situation.

SOURCES OF CONFLICT

When individuals come to OCR for assistance, we track what appear to be the most significant themes or sources of conflict in their situation. Of particular note, in 2019 to 2020, there was a decrease in interpersonal/work issues. However, there was an increase in issues relating to human resources and management practices. Small percentage increases and decreases can be noted in the remaining themes.

Sources of conflict



Interpersonal and work issues continue to be the top theme for clients, as this generally refers to a breakdown in communication and differences in personality or working styles. When situations become more difficult—and particularly when there is a power imbalance—there is a greater likelihood that clients will mention feelings of experiencing harassment, bullying or discrimination.

For instance, we have noticed a recurring pattern where management describes a situation as performance management while employees report it as harassment or a challenge with management style.





OBSERVATIONS AND TRENDS

Certain work-related circumstances can be out of employees' control, but nonetheless affect their interpersonal relationships and ability to address conflict effectively in the workplace. We have noticed what seem to be recurring themes that may contribute to increasing the risk of conflict at IRCC.

- 1** Clients in temporary employment situations often mention a fear of reprisal as a barrier to addressing conflict. Lack of job security reduces employees' sense of safety and willingness to proactively address conflict and performance situations. In 2019 to 2020, OCR received **16** cases involving perceived intimidation and **13** cases of perceived reprisal. Many fear not just immediate retaliation, but also long-term, passive-aggressive, or hidden forms of reprisal, such as career limitations. Anecdotally, clients sometimes report that they intend to file grievances or complaints once they or the other party has left their team or position.
- 2** Long-distance or virtual reporting relationships can make communication challenging and can contribute to conflict if not well managed. With the rapid increase in virtual communication and telework due to COVID-19, we anticipate a greater number of related conflicts in 2020 to 2021. OCR will be capturing trends relating to telework and virtual teams as most offices adapt their work environment to online capabilities.
- 3** High-stress work environments, particularly for employees who have quotas, difficult external clients, or clients who discuss their highly traumatic experiences, affect employees' resilience levels and can contribute to conflicts within teams. Mental health issues can also be a source of conflict—particularly when individuals misunderstand or are ill-equipped to address their own or colleagues' mental illness. This can be compounded by challenges with accommodation requests or accessing local support, such as in regional offices or missions abroad where services may be limited. OCR encourages IRCC employees to seek the help of the [Employee Assistance Program](#) when appropriate and to review the tools listed on the departmental site on [Mental Health and Wellness](#), including the resources on [LifeSpeak](#).
- 4** IRCC is undergoing tremendous transformation, which can lead to difficulties for employees who need to continually adapt to modified processes. Consistent transparency and communication to help employees better navigate through the changes is crucial.



SERVICE DURATION

Observations and trends

OCR's established service standard is to respond within 24 to 48 hours of the initial contact by the client. In 2019 to 2020, **98.8%** of clients were **contacted by OCR with no appreciable delay**, as we try to schedule interventions as quickly as possible.

Duration (calendar days)



The average duration of a case this fiscal year was **58** calendar days, which is shorter than last year's average of **62** days. The number of days a case is open or active is mainly influenced by the availability of participants, scheduling conflicts, and the complexity of the situation.

Hourly average



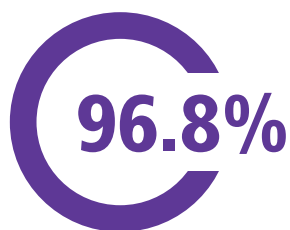
Duration can also be explored through the number of hours invested in resolving each case. On average, cases were addressed within **7** (non-consecutive) hours of work.

It should be noted that the hourly average for tailored training is relatively high compared to other services, as this year OCR finished a multi-year plan to train a large group (over 100 full-time equivalents [FTEs]) within IRCC.

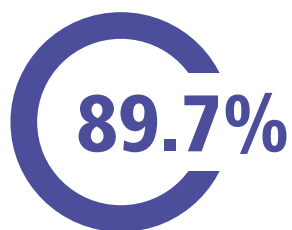


CLIENT SATISFACTION

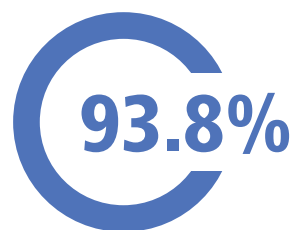
In order to assess and improve our services, OCR sends out post-service evaluations to clients. Of the evaluations sent out during this fiscal year, **32%** were returned and reported positively on the aspects outlined below.



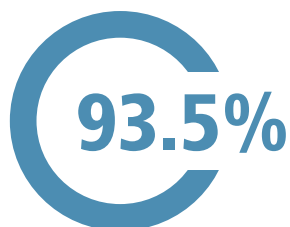
Excellent service



Learned about conflict resolution



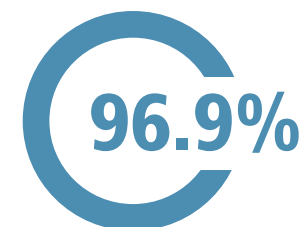
Would recommend or use OCR again



Prompt service



Felt better after using OCR



OCR staff was knowledgeable

OCR services not only help address current workplace conflicts, they also empower clients to effectively manage future conflicts they may encounter. Indeed, **89.7%** of clients reported that they learned something about conflict resolution that will help them deal with conflict more effectively in the future. In addition, **32.3%** of clients who used our services reported that they were considering using a formal process (grievance or complaint) prior to contacting OCR and resolving issues informally.

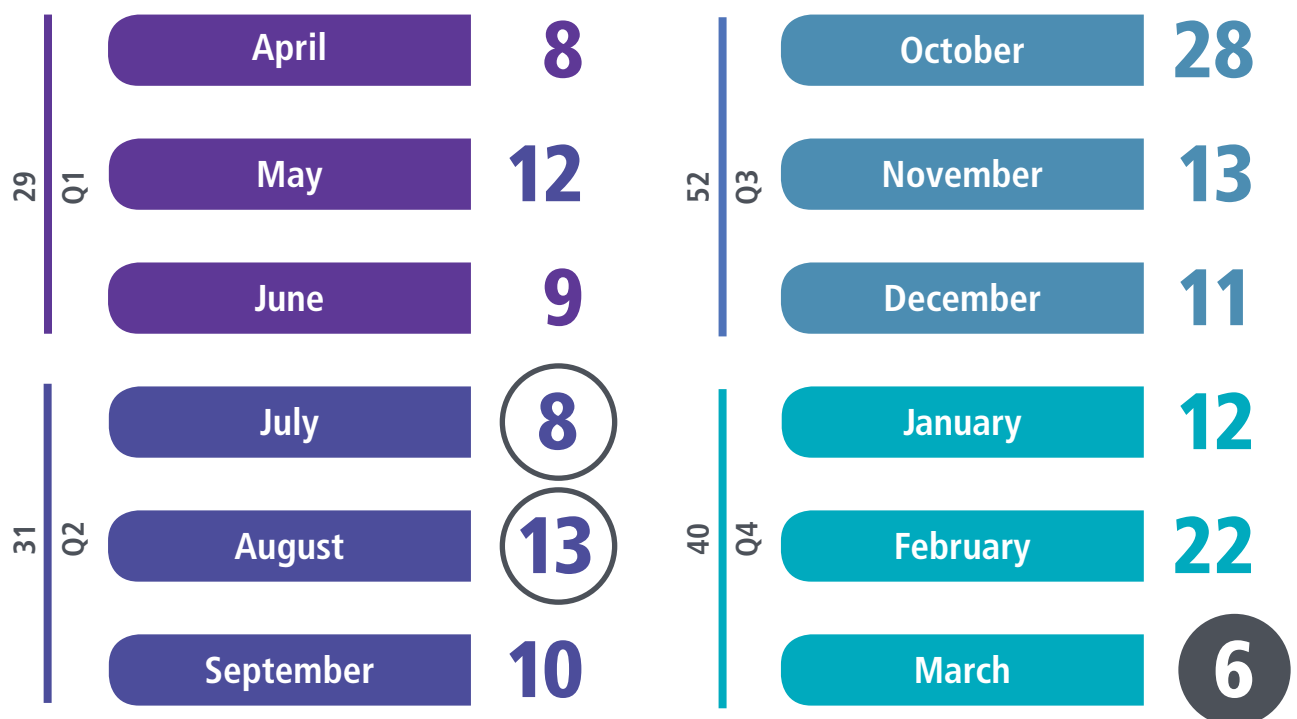
PREVENTION

Since 2006, OCR workshops and awareness presentations have been delivered to more than **22,970 IRCC participants**. This means that many IRCC employees have benefitted from multiple OCR sessions. Yearly comparisons indicate an increase in participants attending training. These workshops are aimed at building skills so as to help create a healthy and productive workplace by increasing participants' general conflict knowledge and communications skills. Furthermore, they contribute to increasing awareness of our services and help to create rapport and trust with OCR practitioners.

SESSIONS IN 2019 TO 2020

OCR saw a relatively consistent level of requests for training and awareness sessions for most of 2019 to 2020. However, due to COVID-19, some workshops were cancelled and fewer requests were received in March. OCR held **152** sessions throughout the year, a decrease compared to **160** sessions in 2018 to 2019.

OCR staff delivered, on average, **13** workshops per month.



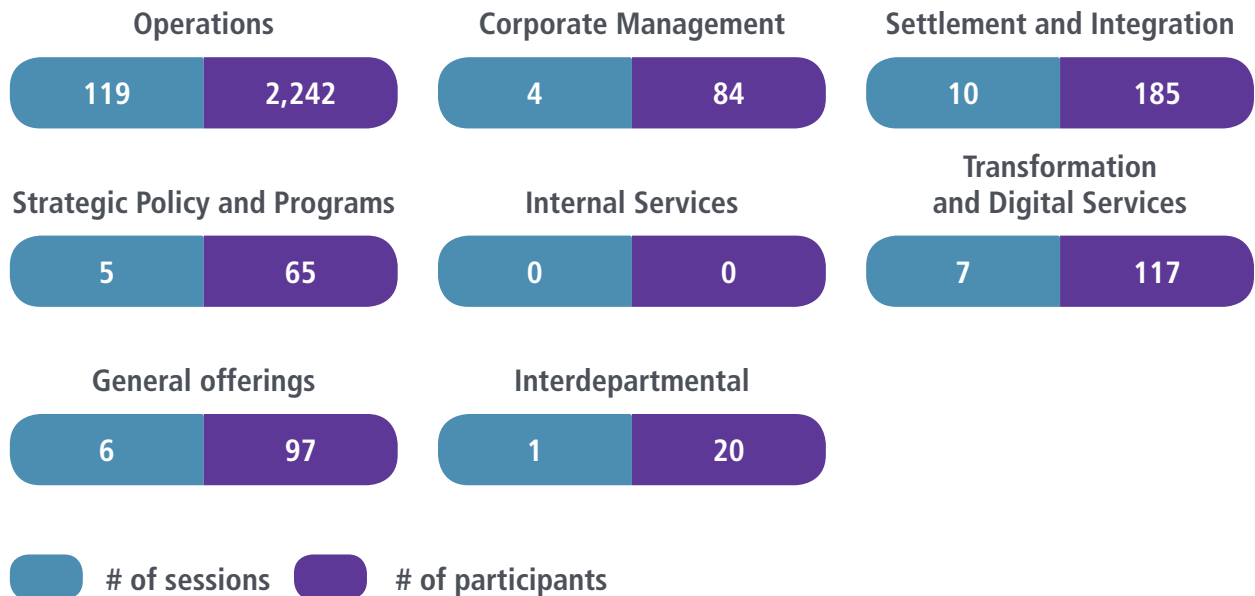
There are typically fewer requests for team workshops in July and August so, this past year, OCR seized the opportunity to offer workshops open to the general population of IRCC, resulting in an increased number of sessions in comparison to previous fiscal years.

In March 2020, **5** workshops were cancelled or postponed due to the COVID-19 pandemic.

SESSIONS BY SECTOR

In 2019 to 2020, OCR delivered **152** sessions across all sectors and regions (including internationally). Of the **152** sessions, **146** were requested by particular groups within sectors and **6** were general offerings open to all sectors.

Through these workshops, OCR reached **2,810** participants, a decrease of **441** in the total number of participants compared to last fiscal year. The number of sessions and participants by sector is illustrated below.



The numbers above include individuals who attended multiple OCR sessions. More information on the sectors can be found in the Review by sector section on [pages 19 to 21](#). This year saw an increase in general offerings provided to all IRCC staff.



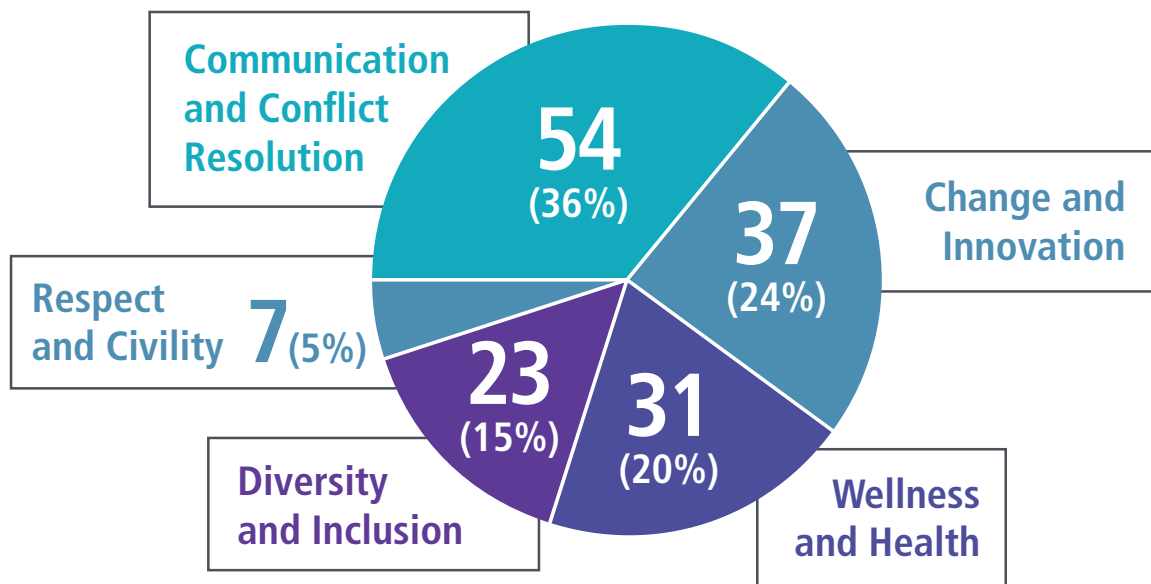
SESSIONS BY ORGANIZATIONAL PRIORITY THEMES

This fiscal year, OCR continued to categorize its workshops based on how each contributes to specific organizational priorities.

Similar to last year, workshops were considered as fostering conflict management competence or as complementing the departmental priority of creating a respectful, healthy and inclusive workplace.

Compared to last year, there was an increased uptake for OCR's workshop on Living Through Change, and a significant decrease in demand for Civility in the Workplace. This shift to change management is likely due, in part, to the work of the Transformation Branch and the Change and Culture Branch, which are putting additional emphasis on innovation for many IRCC offices, as well as a collaboration with the GC Workplace transition group, which offered 2 OCR workshops (Living Through Change and Stress Management and Conflict) to all teams as they transitioned into activity-based workplaces.

OCR events



Sessions by course



PARTICIPANT SATISFACTION

OCR uses post-session evaluations to assess the effectiveness of the facilitators and the workshops, and to gain insight on what could be improved. We collected **2,326** evaluations from **2,810** participants this past year, representing an **83%** collection rate.

Ninety-four percent of participants rated the sessions as excellent or good, and **87%** of respondents indicated they would recommend our sessions to others.

What makes OCR sessions successful?

- 1** **90%** responded that OCR has effective trainers, and **89%** said the quality of instruction was good.
- 2** **74%** agreed that the length of the workshop was perfect, with **87%** in agreement that there was sufficient time for questions and discussion and that the content was well organized and easy to follow.
- 3** **90%** of respondents said they enjoyed the amount of group interaction during the session.
- 4** **84%** agreed that the material met their expectations, and **84%** found the material pertinent and useful.
- 5** All OCR workshops leave participants with information, skills or tools to take away.



COMMUNICATION

By blending written communication, interactive approaches and promotional material, OCR aims to build awareness and skills around informal conflict management and promote OCR services offered within IRCC. In addition, continued efforts are made to engage individuals and understand their needs.

Events

Every year in October, we celebrate and promote International Conflict Resolution Day. This year, we invited IRCC employees to an escape room, both at NHQ and at the Crémazie location. The invitation was also extended to the regions, and material was provided for them to host their own event.

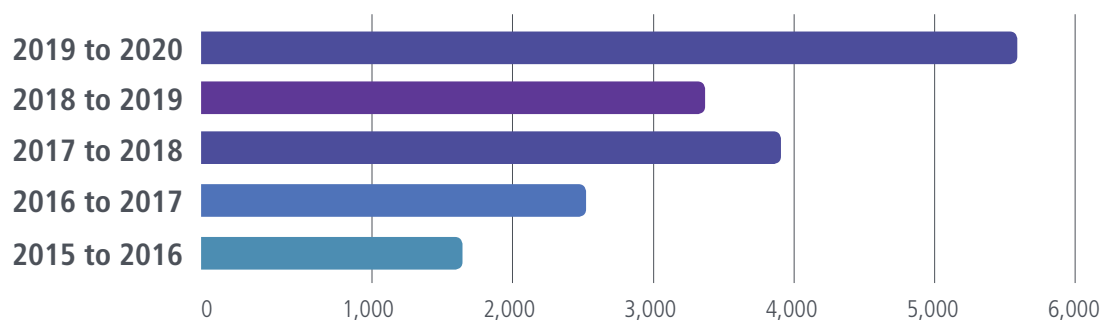
We received great exposure at both the Innovation Fair and the Mental Health Fair, where we set up a kiosk with promotional material. These forums enabled us to promote our services, and to hear about employees' preoccupations and address some of their concerns.

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. This year, a Dear Coach article focused on [Tips and tricks for year-end performance assessment](#). All articles are available on OCR's intranet site for easy reference.

Webpages

This year, the number of visits to our intranet site increased—from **3,562** in 2018 to 2019 to **5,653** in 2019 to 2020. Over the past 5 years, there has been an average of **3,551** visits annually.



REVIEW BY IRCC REGION

Although OCR is located in Ottawa, we offer services to IRCC staff throughout Canada and internationally to the missions. For reference purposes, we have added FTE counts (as of April 3, 2020) based on data from the HR Dashboard.

Western Region

862 FTEs (10.1% of IRCC)

6% of cases

34 workshops

724 participants

Eastern Region

1,719 FTEs (20.1% of IRCC)

7.1% of cases

10 workshops

111 participants

Ontario Region

872 FTEs (10.2% of IRCC)

6.8% of cases

8 workshops

151 participants

NHQ

5,090 FTEs (59.6% of IRCC)

60.2% of cases

69 workshops

1,148 participants

International

336 CBO*, 1,197 LES*

19.9% of cases

31 workshops

676 participants



*The FTE count for the International Region is an approximation based on data provided as of December 2019 for locally engaged staff (LES) and January 2020 for Canadian-based officers (CBO) and is not considered part of IRCC's departmental FTE count. CBO and LES positions working on IRCC operations abroad have access to OCR, thus the percentage of cases and number of workshops and participants are provided.

REVIEW BY SECTOR

This is an overview of OCR activity by sector. For reference purposes, we have added FTE counts (as of April 3, 2020) based on the April 2020 HR Dashboard.

(Arrows indicate an increase or a decrease from last year)

OPERATIONS

(5,974 FTEs or 65.5% of IRCC)

Cases

57.6% of OCR cases ↓
66.5% were first-time users ↓
53.8% were employees ↓
46.2% were managers ↑
44.4% received coaching sessions ↓

Top conflict themes:

1. Interpersonal/work issues
2. Management practices
3. Alleged harassment/bullying

Training

78.3% of OCR sessions ↑
119 sessions
2,242 participants* ↓

Most frequent courses:

1. Living Through Change
2. Stress Management and Conflict
3. Giving and Receiving Feedback

Most frequent user branch:
International Network

*Number of participants includes individuals in LES positions, which is not captured in the FTE count.

CORPORATE MANAGEMENT SECTOR

(1,054 FTEs or 11.6% of IRCC)*

Cases

11.8% of OCR cases ↓
75% were first-time users ↓
55% were employees ↓
45% were managers ↑
32.5% received coaching sessions ↓

Top conflict themes:

1. Interpersonal/work issues
2. Management practices
3. Alleged harassment/bullying ↑

Training

2.6% of OCR sessions
4 sessions
84 participants

Most frequent courses:

1. Building Civility in the Workplace
2. Stress Management and Conflict
3. Living Through Change

Most frequent user branch:
Human Resources & Administration,
Security and Accommodation

*Corporate Management Sector has transformed into CFO/Comptroller and Corporate Services Sector.

STRATEGIC PROGRAM AND POLICY

(573 FTEs or 6.3% of IRCC)

Cases

8.2% of OCR cases ↓
82.1% were first-time users ↑
50% were employees ↓
50% were managers ↑
67.9% received coaching sessions ↑

Top conflict themes:

1. Management practices ↑
2. Alleged harassment/bullying ↑
3. Interpersonal/work issues ↓

Training

3.3% of OCR sessions
5 sessions
65 participants

Most frequent courses:

1. Social Styles
2. Building Civility in the Workplace
3. High Performing Teams

Most frequent user branch:
Admissibility

TRANSFORMATION AND DIGITAL SOLUTIONS & CIO

(787 FTEs or 8.6% of IRCC)

Cases

10.6% of OCR cases ↑
69.4% were first-time users ↑
50% were employees ↑
50% were managers ↓
36.1% received coaching sessions ↓

Top conflict themes:

1. Alleged harassment/bullying ↑
2. Interpersonal/work issues ↑
3. Organizational issues ↑

Training

4.6% of OCR sessions
7 sessions
117 participants

Most frequent courses:

1. Stress Management and Conflict
2. Living Through Change
3. Social Styles
4. Conflict Resolution

Most frequent user branch:
Digital Strategy

SETTLEMENT AND INTEGRATION

(473 FTEs or 5.2 % of IRCC)

Cases

9.7% of OCR cases ↑
66.7% were first-time users ↑
66.7% were employees ↑
33.3% were managers ↓
57.6% received coaching sessions ↓

Top conflict themes:

1. Interpersonal/work issues
2. Management practices
3. Performance management

Training

6.6% of OCR sessions
10 sessions
185 participants

Most frequent courses:

1. Social Styles
2. Building Civility in the Workplace
3. Minding Difficult Conversations

Most frequent user branch:
Settlement Network

INTERNAL SERVICES

(261 FTEs or 2.9% of IRCC)

Cases

Due to a limited data set, information about the case work relating to the Internal Services Sector has been removed to maintain the confidentiality of clients.

Training

No training was requested by the Internal Services Sector in 2019 to 2020.

CONCLUSION

OCR's goal is to help 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. **OCR assisted individuals 3,510 times this year through its services and sessions.**

OCR is a key partner in promoting a respectful, healthy and inclusive work environment within IRCC. Due to the outbreak of COVID-19 in early 2020, the work environment has changed. While statistics on our services, training and outreach were not significantly impacted by the end of the fiscal year, we anticipate a change in our rate of use, as well as the nature of our service delivery, for 2020 to 2021.

OCR is cognizant that the workplace has become virtual, which presents new challenges for team unity, and that individuals are experiencing greater stress unlike ever before. At its core, OCR aims to help people effectively manage conflict and work together even when heightened emotions, high-stake situations, and differing views are present.

The practitioners of OCR are as committed now as ever before. OCR will help IRCC face a new reality where in-person interactions may decrease as individuals become more physically distant. We will strive and be prepared to equip IRCC managers and employees with the means they need to address conflict, whether virtual or in person.

Times of change are also moments of opportunities. OCR is ready to adapt and pivot quickly. I am certain that you will see us in new ways soon.

We look forward to serving you and your team.

The OCR Team

"I really liked OCR's ability to react quickly. I also liked the compassion they displayed. These people were very professional."

"This is an important service that should continue and [be] leveraged by employees across all of IRCC."

"Good dynamics between the 2 presenters. I liked their approach. Good tips. Good reminders."

"One of the best workshops on this subject I have seen. And I have seen a lot over my career! Keep up the great work."