Office of Conflict Resolution

Annual Report Infographic
April 1, 2023–March 31, 2025

Background

The Office of Conflict Resolution (OCR) offers confidential, impartial and flexible services in preventing, managing and resolving workplace conflicts. Its key roles are to:

- promote dialogue to resolve issues and concerns
- provide workshops to support effective conflict management
- provide conflict resolution services, such as consultations, conflict coaching, facilitation, mediation, group process and the development of specialized tools

Caseload by Fiscal Year

Fiscal Year	Caseload
2020-2021	234
2021-2022	223
2022-2023	244
2023-2024	319
2024-2025	263

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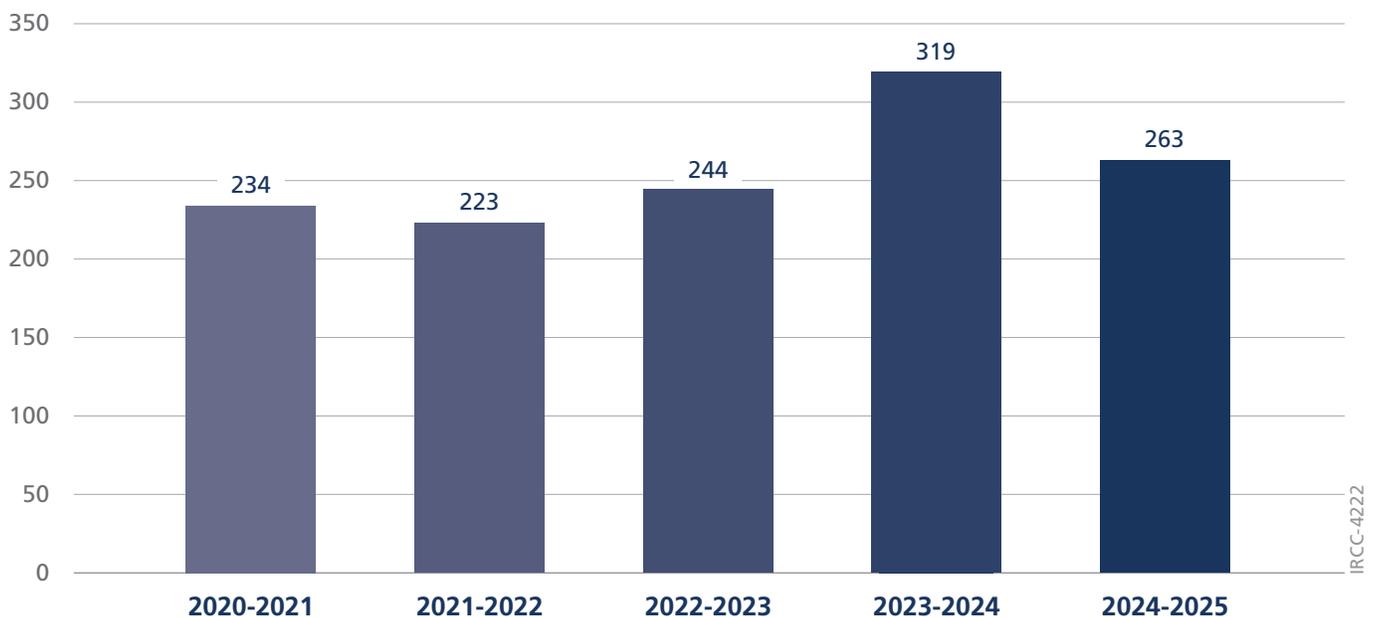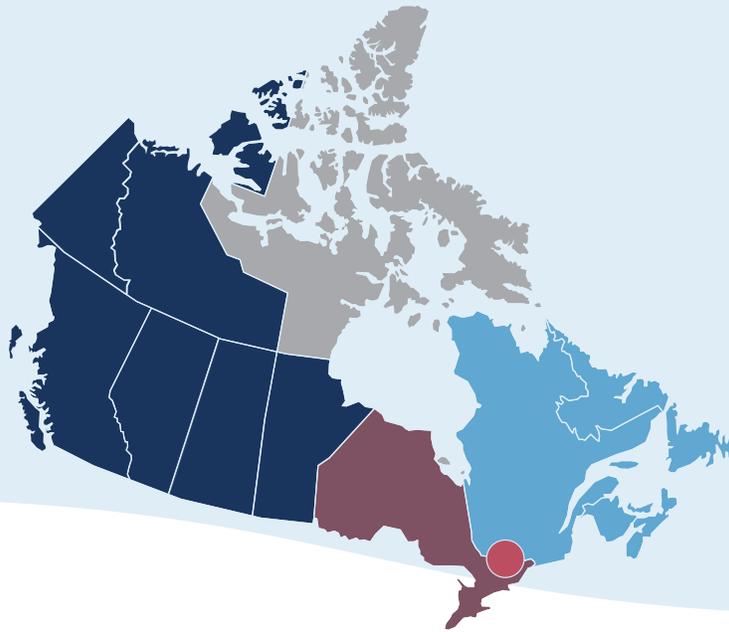
Caseload by Region

National Capital Region
51.1%	2022-2023
47.2%	2023-2024
59.3%	2024-2025

West
7.4%	2022-2023
9.9%	2023-2024
7.1%	2024-2025

Ontario
5.2%	2022-2023
8.6%	2023-2024
9.5%	2024-2025

East
13.0%	2022-2023
20.8%	2023-2024
18.2%	2024-2025

International
17.7%	2022-2023
13.5%	2023-2024
4.6%	2024-2025

N/A
5.6%	2022-2023
0.0%	2023-2024
1.3%	2024-2025

OCR Clients

	2022-2023	2023-2024	2024-2025
Clients	326	560	378
First-Time Users	71.3%	71.6%	66.5%
Returning Clients	28.7%	28.4%	33.5%
Employees	50.0%	44.2%	32.7%
Management	50.0%	55.4%	65.0%
Unknown	0.0%	0.4%	2.3%
Indeterminate	93.4%	86.8%	89.0%
Term/Casual	4.1%	10.2%	6.1%
Other	2.5%	3.0%	4.9%

Classification	2022-2023	2023-2024	2024-2025
PM	37.3%	39.3%	38.0%
EX	14.8%	10.2%	15.6%
EC	10.2%	10.9%	15.2%
AS	6.1%	9.9%	5.3%
CR	6.1%	8.3%	4.2%
FS	8.2%	7.3%	3.8%
Other	17.3%	14.1%	17.9%

Relationship Issues
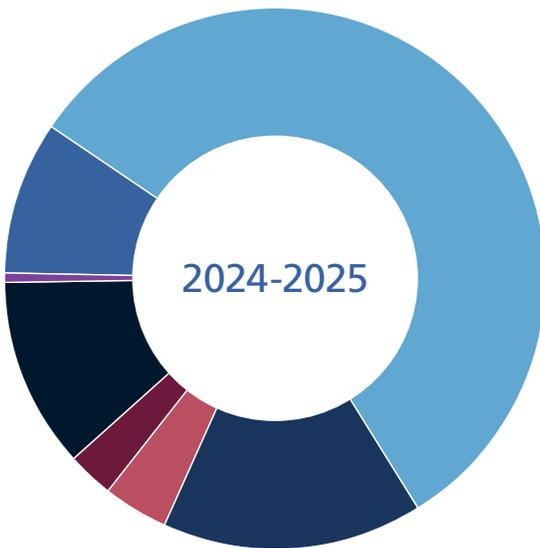
2024-2025

	2022-2023	2023-2024	2024-2025
Intrapersonal	2.9%	1.3%	0.4%
Interpersonal			
Between Employees	19.3%	21.5%	9.1%
Employee and Manager	55.3%	53.5%	57.0%
Between Managers	5.7%	7.9%	15.6%
Group			
Within a Group/Team	8.2%	7.9%	3.8%
Between Groups/Teams	3.7%	4.0%	2.7%
Other	4.9%	3.9%	11.4%

Key Themes

	2022-2023	2023-2024	2024-2025
Interpersonal/Work Issues	29.4%	26.2%	31.9%
Management Practices	25.5%	22.3%	25.2%
Alleged Harassment/ Bullying	22.3%	24.6%	15.5%
Performance Management	11.1%	12.5%	16.0%
Organizational Issues	6.2%	6.6%	6.5%
Human Resources	3.2%	5.6%	2.9%
Code of Conduct	2.1%	0.6%	0.8%
Other	0.2%	1.6%	1.2%

2024-2025
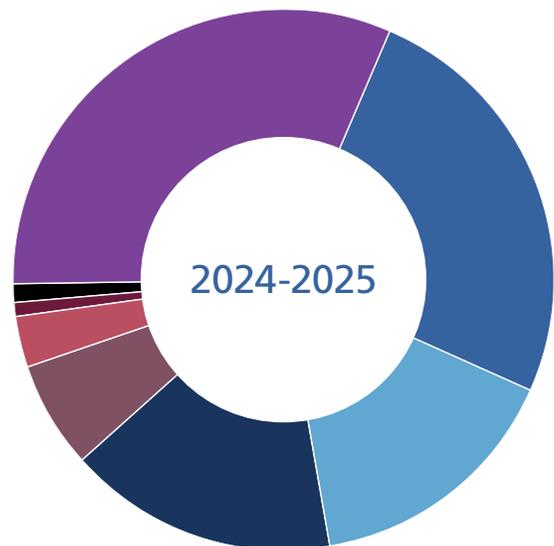
❝ **My take away from the course is my ability to better understand the SCARF model and how it applies to my team members. Understanding what we each value based on the SCARF model and our diverse backgrounds has given context to our actions in the workplace. This has helped me to better interact with my team members and their behaviors and responses in the workplace.”**

Services

	2022-2023	2023-2024	2024-2025
Conflict Coaching	66.7%	66.5%	60.6%
Initial Meeting Only	22.1%	16.7%	20.8%
Mediation/ Facilitated Discussions	10.3%	13.7%	16.1%
Group	0.9%	1.8%	0.0%
Other	0.0%	1.3%	2.5%

Trust Circles

OCR has changed its approach to Trust Circles by coaching others on how to facilitate such sessions. This has led to a reduction in requests overall.

	2022-2023	2023-2024	2024-2025
Number of Sessions	11	4	4
Number of Participants	123	48	24

" I really liked the conflict resolution reflection tool, as there are several questions that I will be able to use during conflicts to better understand the situation and find an effective solution."

" This was a great half-day seminar. Presented well in-person as multiple viewpoints were brought out of the discussions and the group activities. Take-away notes were provided to participants."

Training

Workshop	Number of Sessions			Number of Participants		
	2022-2023	2023-2024	2024-2025	2022-2023	2023-2024	2024-2025
Information Session	4	8	4	160	340	360
Giving and Receiving Feedback	17	18	9	357	406	98
Resolving Conflict Effectively	19	18	16	386	450	262
The SCARF Model in Action: Enhancing Workplace Interactions	7	6	11	98	222	176
Tailored Training	33	41	16	961	1,056	358
Total	80	91	56	1,962	2,474	1,254

CONTACT US

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