

Conflict Resolution Policy

Northshore Forest Inc.

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Definitions

CONFLICT

The perception or actual occurrence of differences of opinion in the workplace. Unresolved CONFLICT can escalate into a DISPUTE.

DISPUTE

A DISPUTE is the result of unresolved CONFLICT. It is expressed outwardly and can be observed. It refers to disruptive or unproductive interactions and exchanges that interfere with harmonious working relationships.

FACILITATION or FACILITATED DISCUSSION

An INFORMAL PROCESS whereby a neutral service provider uses techniques to improve the flow of information in a meeting between parties. It is procedural assistance to enable participants to communicate more effectively and move towards an agreement that is consistent with their mutual needs and INTERESTS.

FORMAL PROCESS

A request that seeks formal resolution of a situation by referring a complaint to an appropriate authority for a decision.

INFORMAL PROCESS

An individual acts promptly in dealing with CONFLICT by readily addressing the source of the diverging interest, acting pro-actively to defuse the situation through empathic, active listening, seeking to understand rather than judge.

INTERESTS

INTERESTS represent what is important to an individual. Priorities, expectations, assumptions, concerns, hopes, beliefs, fears, values and needs are INTERESTS.

INTEREST-BASED APPROACH

Parties in CONFLICT informally seek resolution by focusing on mutual INTERESTS. This "Conflict Resolution Policy" promotes the use of INTEREST-BASED APPROACH to resolve CONFLICT in the workplace.

Policy Statement

Northshore Forest Inc. Board of Directors, Management Contractor staff, and Stakeholders play an important role in building and maintaining professional working relationships. This policy is a resource for Northshore Forest Inc. and associated stakeholders to help manage complaints and DISPUTES encountered during the regular course of business.

Policy Objective

Northshore Forest Inc. and its Stakeholders actively seek to establish a work environment whereby individuals treat each other in an equitable and respectful manner, demonstrate co-operation and

manage their workplace CONFLICT constructively.

Application

This policy applies to all of Northshore Forest Inc. Board of Directors, Management Contractor staff and Stakeholders and will apply to any DISPUTE relating to the items over which Northshore Forest Inc. has been delegated management authority. Stakeholders include but are not limited to: First Nation Communities, Municipalities, Industry Partners, and other users of the forest. Industry Partners who have signed agreements with Northshore Forest Inc. will follow the “Conflict Resolution” sections of those agreements. First Nations Communities that have FPIC agreements in place will follow the “Conflict Resolution” process as identified in those agreements.

Implementation Procedure:

During the development of a forest management plan on the Northshore Forest, complaints/DISPUTES related to the development of these plans will be managed using the issue resolution process as identified in the Forest Management Planning Manual for Ontario’s Crown Forests.

Outside of forest management planning exercises, the “Conflict Resolution Policy” is available publicly on northshoreforestinc.ca. The steps to be followed include:

- Step 1: INFORMAL PROCESS. Attempt made by parties involved to resolve the CONFLICT without the need to trigger the Policy’s guidelines.

- Step 2: FORMAL PROCESS begins. A record of the complaint or DISPUTE is created and the Policy guidelines are followed in a timely manner until the CONFLICT is resolved. The record will include the reason for the DISPUTE, brief description of the process and the final outcome of the CONFLICT. The FORMAL PROCESS procedure is:
 - a. A formal complaint is submitted to the Management Forester by filling out a form found under the “COMPLAINTS” tab on the Northshore Forest Inc. website: <http://www.northshoreforestinc.ca>
 - b. The Management Forester files the complaint in the internal complaint database.
 - c. The Management Forester sends the complaint form to the Manager within 3 days of receipt.
 - d. The General Manager reviews the complaint form and provides a formal response to the complainant within 10 business days.
 - e. If the complaint is resolved the Manager advises the Management Forester and provides supporting documentation to be logged into the database and the complaint status is updated to resolved.

Step 3: If the DISPUTE is deemed by Northshore Forest Inc. to be of a substantial magnitude, Northshore Forest Inc. may choose to temporarily cease operations in the area of DISPUTE until the “Conflict Resolution” process is completed.

- Substantial Magnitude involves one or more of the following:
 - Management activities have negative impact on local communities or Indigenous People’s legal or customary rights and is of such scale that it cannot be reversed or mitigated;
 - Physical violence, or threats of physical violence;
 - Significant destruction of property;
 - Presence of law enforcement or military;
 - Acts of intimidation against Northshore Forest Inc. Board of Directors, Management Contractor staff, or Stakeholders;
 - Is of substantial duration;
 - Implies a significant amount of interest and has a significant negative impact to the forest resource or value.

Step 4: DISPUTE brought to Board of Directors. If the CONFLICT has not been resolved by the Manager with the affected Stakeholder, the DISPUTE is brought to the Board of Directors for final resolution in a timely manner. The Board of Directors decision will be final.

- a. The Manager will communicate to the complainant that the complaint has escalated to a DISPUTE and will advise the complainant of the next steps and how long it will take to get back to them. The General Manager will provide this communication to the Management Forester for tracking and record keeping
- b. The Manager will provide any ongoing subsequent communications to the Management Forester for tracking and record keeping. This communication will include:
 - The steps taken to resolve the complaint and DISPUTE
 - Outcomes of the complaint and DISPUTE resolution processes, and
 - If the DISPUTE remains unresolved, the reasons they are not resolved, and how they will be resolved