

CAPILANO COLLEGE

CONFLICT RESOLUTION ADVISOR

Annual Report

August 2007- May 2008

Submitted by: Naya Kee

1. Overview

Roles and Responsibilities

The Conflict Resolution Advisor has two primary roles at the College.

She is available to all members of the College community to assist in **confidentially and informally resolving difficult interpersonal situations**, from harassment to workplace miscommunication. This support can include discussing effective responses, advising on available procedures and resources, and facilitating communication between the concerned individuals through coaching, assisting with written communication, conciliation, mediation, and chairing or facilitating group meetings.

The Advisor also presents and promotes **education initiatives** to classes, and faculty, administration and staff groups at all our campuses on request or to meet an identified need. Topics include harassment and discrimination, conflict resolution, team building, communication skills, difficult conversations, emotional intelligence, human rights, diversity in the workplace, and anger management. In addition, the Advisor's website provides extensive information, advice, links and resources on conflict resolution, human rights, harassment issues and related topics. See <http://www.capcollege.bc.ca/services/personal/conflict.html>.

Networks

The Advisor works with the President's Advisory Committee on Harassment, a committee with members representing the CSU, COPE 378, the CCFA and College administration. The Committee supports the Advisor's work by providing perspectives from and liaison with all campus constituencies. It also reviews the effectiveness of the Sexual Harassment Policy from time to time and makes recommendations to the President on related matters.

The Advisor also sits on the Diversity and Equity Committee. She reports to the Vice President, Human Resources and the President while maintaining a very high degree of independence and confidentiality.

II. Education and Prevention

The education mandate of the Advisor is fulfilled each year by responding to requests and developing initiatives to meet identified needs.

Here are the education initiatives carried on this year:

For Employees

Difficult Conversations

This year, Difficult Conversations II, a new 2-hour workshop, was presented to groups of faculty Coordinators, staff Supervisors and Human Resources staff. The All Management group received both Parts I and II. As well as learning more advanced perspectives on communication offered in the book, *Difficult Conversations*, by authors from the Harvard Negotiation Project, each group worked on case studies focusing on their own areas of responsibility.

The Marketing and Communications department requested a tailor-made Difficult Conversations workshop and combined it with a social lunch.

The Advisor is also creating a web-based course in Difficult Conversations with material relevant to all employees as well as special case studies for Supervisors, Coordinators and Managers. The training should be up on the Human Resources website in Fall 2008.

Team Building

The Advisor is carrying on on-going work with two working groups (one composed of staff, supervisor and manager, the other of staff, supervisor and Division Chair) in order to support the teams to work with more cooperation and transparency.

In November she led a half-day team building session for faculty in a department.

Stress Management

A brief presentation for new staff orientation.

Healthy Pleasures

A lunch and learn on pleasurable activities that support good mental and physical health.

Bullying in the Workplace

A lunch and learn on the characteristics, psychological dimensions and effects of bullying, how to respond to it in the workplace and the resources available to support employees who are the targets of bullying.

Skills for a Respectful Workplace

A two-hour workshop designed on request for faculty and staff of a department.

For Students

“How to Drive Yours Instructors Crazy-Not”

This presentation was requested and offered 7 times this year, including at the Sechelt and North Vancouver student orientations. It is an interactive session that creates awareness about disruptive classroom behaviours and teaches students how to give feedback to their instructors in a respectful, timely and effective way. Approximately 100 students received this training.

Conflict Resolution Skills/Difficult Conversations

Sessions on this topic were given to 4 classes this year. Approximately 75 students attended.

College-wide

International Education Week Celebration

The Diversity and Equity Committee, which the Advisor currently chairs, organized this event. It took place in the cafeteria on November 15 with displays and reps from Cap’s international programs (business, tourism, the ISC, etc). Members of the CSU International Club also engaged students in a number of activities.

International Student Panel

Another activity of the Diversity and Equity Committee, and coordinated by the Advisor as Chair, this event was a panel of six current international students, moderated by Tourism instructor Rorri McBlane, on the topic, “International Student Perspectives on a Capilano Education”.

Harassment Brochures, Posters, Bookmarks

These materials are posted and distributed throughout the campus.

Conflict Resolution and Harassment Website

The Advisor created this site in collaboration with Marketing & Communications. It is enhanced on a continuous basis. See

<http://www.capcollege.bc.ca/services/personal/conflict.html>

III. Policy and Procedures Development and Review

This year responses were received from all constituency groups on the proposed revisions to the Sexual Harassment Policy. The Advisor has drafted an updated revision and submitted it to college administration for next steps

IV. Consultation/Interventions/Complaints

The Advisor was requested to consult in 33 challenging situations this year.

CONSULTATIONS	Aug 2007- May 2008	
	#	%
Human Rights	3	7.5 %
Personal Harassment	4	10 %
Interpersonal Conflict	33	82.5 %

The **Human Rights** category contains all the complaints of harassment under the prohibited grounds of discrimination under human rights law.

The **Personal Harassment** category includes only situations where a person complains of demeaning or threatening words or behaviour that are not related to one of the grounds of discrimination.

Interpersonal Conflict refers to conflict situations that do not have the characteristics of either of the first two categories.

For the purposes of comparison here are the statistics from the past 5 years.

CONSULTATIONS	Aug 2002 – May 2008	
	#	%
Human Rights	66	19.6 %
Personal Harassment	41	12.2 %
Interpersonal Conflict	230	68.2 %

Charts showing details (gender and constituency of complainants and respondents, grounds, outcome, etc) of the consultations that concerned Human Rights and Personal Harassment this year and for the past 6 years are found at Appendix A.

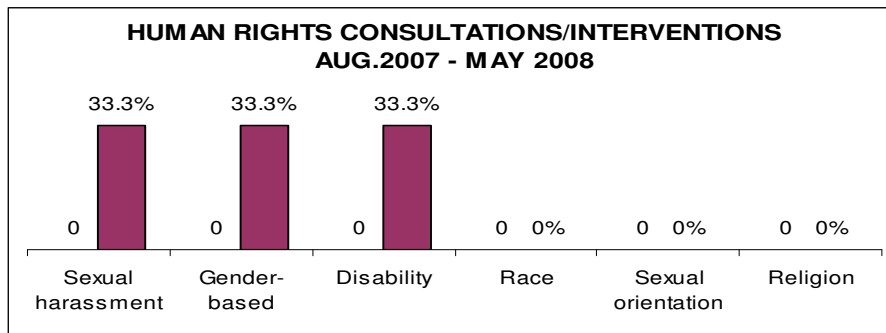
The consultations on interpersonal conflict this year originated from 28 different areas in the College. Examples of responses:

- Facilitated processes in two different areas aimed at the successful integration of a staff member after a lengthy leave and a history of conflict.
- Numerous one-on-one mediations with various configurations of faculty/staff/students.
- Worked with a Capilano counsellor and program leadership to address concerns raised by the majority of students in a year of a cohort program.
- At a Coordinator's request, coached a faculty member on handling conflicts among diverse students.
- Numerous individual consultations with staff and faculty on handling conflict situations in their areas.

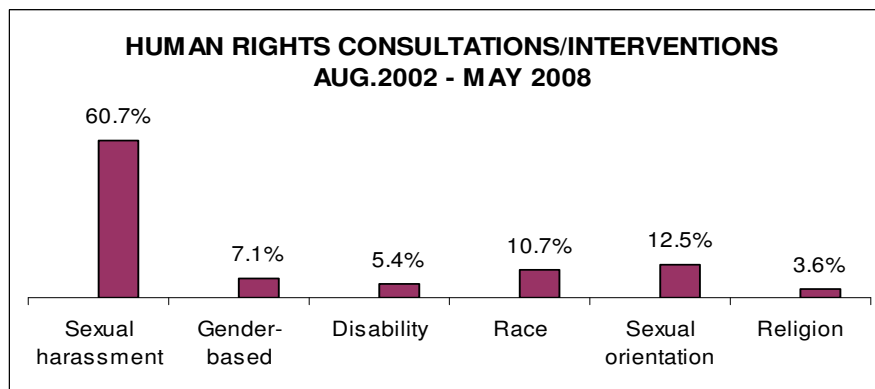
APPENDIX A - CONSULTATIONS

HUMAN RIGHTS CONSULTATIONS/INTERVENTIONS

GROUNDS	Aug 2007 - May 2008	
	#	%
Sexual harassment	1	33.3 %
Gender-based	1	33.3 %
Disability	1	33.3 %
Race	0	0.0 %
Sexual orientation	0	0.0 %
Religion	0	0.0 %



GROUNDS	Aug 2002 - May 2008	
	#	%
Sexual harassment	34	60.7 %
Gender-based	4	7.1 %
Disability	3	5.4 %
Race	6	10.7 %
Sexual orientation	7	12.5 %
Religion	2	3.6 %



HUMAN RIGHTS AND PERSONAL HARASSMENT CONSULTATIONS/INTERVENTIONS

COMPLAINANTS' GENDER	Aug 2007 – May 2008		Aug 2002 – May 2008	
	#	%	#	%
Male	3	37.5 %	20	22 %
Female	5	63.5 %	71	78 %

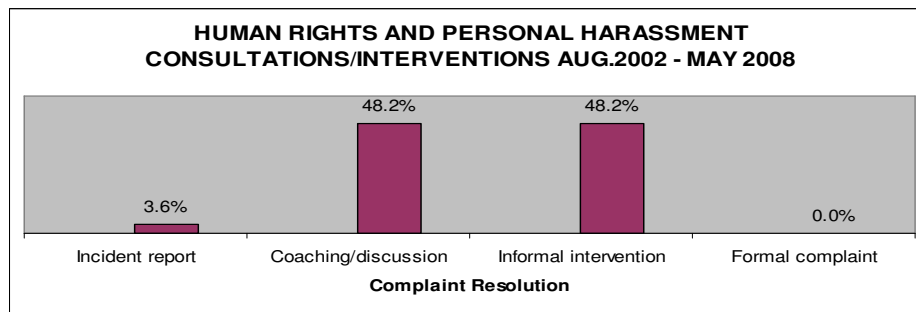
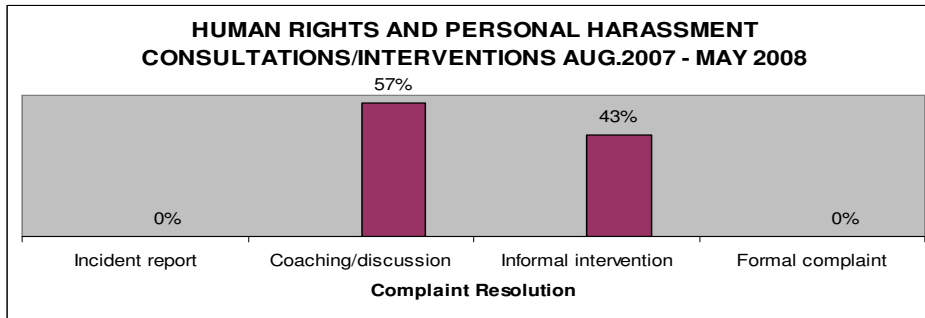
COMPLAINANTS' CONSTITUENCY	Aug 2007 – May 2008		Aug 2002 – May 2008	
	#	%	#	%
Student	5	63.5 %	59	64.1 %
Faculty	2	25 %	20	21.8 %
Staff	1	12.5 %	13	14.1 %
Administration	0	0.0 %	0	0.0 %

RESPONDENTS' GENDER	Aug 2007 – May 2008		Aug 2002- May 2008	
	#	%	#	%
Male	4	50 %	49	68.1 %
Female	4	50 %	23	31.9 %

RESPONDENTS' CONSTITUENCY	Aug 2007- May 2008		Aug 2002- May 2008	
	#	%	#	%
Student	4	44.5 %	33	37.1 %
Faculty	2	22.2 %	28	31.5 %
Staff	0	0.0 %	5	5.6 %
Administration	1	11.1 %	1	1.1 %
Other (e.g., off-campus)	2	22.2 %	22	24.7 %

TYPE OF INTERVENTION	Aug 2007- May 2008		Aug 2002- May 2008	
	#	%	#	%
Incident report	0	0 %	3	3.6 %
Coaching/discussion	4	57 %	41	48.2 %
Informal intervention	3	43 %	41	48.2 %
Formal complaint	0	0 %	0	0.0 %

HUMAN RIGHTS AND PERSONAL HARASSMENT CONSULTATIONS/INTERVENTIONS, continued



COMPLAINT RESOLUTION	Aug 2007- May 2008		Aug 2002- May 2008	
	#	%	#	%
Informal procedure	3	100 %	27	66 %
Administrative action	0	0 %	8	19.5 %
Withdrawn	0	0 %	1	2.5 %
Other	0	0 %	5	12 %

