

## **Nawiingnokiima Forest Management Corporation Conflict Resolution Policy**

### **Policy Statement**

Board Members, Employees and Stakeholders of the Nawiingnokiima Forest Management Corporation (NFMC) play an important role in building and maintaining professional working relationships. Conflict is natural and can be a source of creativity and learning. When faced with a conflict situation, where possible, individuals are expected to resolve the situation informally by directly communicating the reason for dissatisfaction with the other concerned individual(s). If unable to resolve the situation, a request shall be made to seek assistance from the General Manager. Should the General Manager be unable to resolve the conflict, the conflict situation shall be brought to the Board of the NFMC for final decision. The Board of the NFMC shall have final say on all disputes brought before them.

### **Policy Objective**

The NFMC and all of its Stakeholders seek to foster a work environment whereby individuals treat each other in an equitable and respectful manner, demonstrate co-operation and manage their workplace conflict constructively.

### **Application**

The Conflict Resolution Policy applies to all Employees, Board Members and Stakeholders of the NFMC. Stakeholders include but are not limited to First Nation Communities, Municipalities, Industry Partners and other users of the forests. The Conflict Resolution Policy will apply to any dispute relating to the items over which the NFMC has been delegated management authority. Industry Partners which have a signed a Memorandum of Agreement with NFMC will follow the Conflict Resolution sections of those Agreements. First Nation Communities what have FPIC agreements in place with NFMC, will follow the conflict resolution process as identified within those agreements.

### **Conflict Resolution Process:**

- 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.
- Step 3: If the dispute is deemed by NFMC to be of a substantial magnitude (i.e. irreparable harm may occur), the NFMC may choose to temporarily cease operations in the area of dispute until the Conflict Resolution process is completed.
- Step 4: Dispute brought to NFMC Board. If the conflict has not been resolved by the General Manager with the affected Stakeholder, the dispute is brought in front of the Board for final resolution in a timely manner. The Board's decision will be final.

## **Policy Requirements**

The corporate values of integrity, professionalism, respect and co-operation set the foundation for conflict resolution in the workplace at the NFM. In order to resolve conflict, Employees, Managers, Board Members and Stakeholders must exercise these values while attempting to resolve their differences at the non-management level, involving the fewest number of individuals.

The approaches used to resolve conflict must comply with the NFM's legal and policy framework and its contractual obligations.

Bribery, coercion and other acts of corruption will have a zero tolerance approach and will be immediately brought to the attention of the NFM Board and, if deemed necessary by the NFM Board, will also be brought to the attention of the Ministry of Natural Resources and Forestry.

## **Dispute Record/Documentation**

Dispute resolutions will be documented and filed by the NFM. Date, parties in dispute, description of the dispute, and steps taken until resolution is reached, will form part of the dispute resolution record.

## **Policy Responsibilities**

### *Employees and Stakeholders*

- Take an active role in conflict resolution learning activities and attempt to prevent conflict from escalating.
- Voluntarily participate in informal processes when appropriate.
- Attempt to resolve conflict by considering the interests of others.
- Provide complete and timely complaint-related information in both informal and formal processes as appropriate.

### *Management*

- Advocate the benefits of the Conflict Resolution Policy.
- Act as a role model in resolving conflict situations.
- Support the application of the Conflict Resolution Policy.
- Advise employees on the application of the Conflict Resolution Policy.
- Use and promote informal approaches to resolve conflict situations.
- Obtain advice and guidance with respect to conflict resolution, as warranted.
- Address complaints respectfully, and comply with legislative requirements.
- Provide complete and timely complaint-related information in informal and formal processes.

### *General Manager*

- Promote the application and advocate the benefits of the Conflict Resolution Policy.

## Nawiinginoikiima Forest Management Corporation

P.O. Box 1479, 22 Peninsula Road, Marathon, ON P0T 2E0

---

- Act as a role model in resolving conflict situations.
- Ensure an ongoing awareness of the Conflict Resolution Policy in the workplace.
- Facilitate access to informal and formal processes to resolve workplace conflict.
- Liaise with other Stakeholders such as Management, First Nations, Communities and Industry representatives, as appropriate.
- Advise Managers in preparing for informal and formal processes.
- Support the application of the Conflict Resolution Policy.
- Establish and maintain accurate dispute resolution records.
- Ensure the Conflict Resolution Policy is publicly available on the NFMC website.

### *NFMC Board*

- Advocate the benefits of the Conflict Resolution Policy.
- Act as a role model in resolving conflict situations.
- Support the application of the Conflict Resolution Policy.
- Provide a framework to resolve conflict in the workplace that includes both informal and formal options.
- Establish and maintain the appropriate conflict resolution guidelines related to the application of this policy.
- Uphold the integrity of the NFMC Conflict Resolution Policy.

## **DEFINITIONS**

### **CONFLICT**

The perception or actual occurrence of differences in the workplace. Unresolved conflict can escalate into a dispute.

### **DISPUTE**

A dispute is the manifestation 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 APPROACH/PROCESS**

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

### **INFORMAL APPROACH/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.

**Nawiinginoikiima Forest Management Corporation**

P.O. Box 1479, 22 Peninsula Road, Marathon, ON P0T 2E0

---

**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. The NFMC Conflict Resolution Policy promotes the use of interest-based approaches to resolve conflict in the workplace.



---

Laird Van Damme, Chair  
On behalf of the Board of Directors

June 1, 2021

Date

Dated: June 1, 2021