

# Part-Time Chair

## Public Service Grievance Board Position Description

### PURPOSE

The Chair is responsible for the overall strategic direction and performance of the agency. The Chair provides leadership to the agency to ensure that the agency operates in keeping with its mandate, as defined in the governing legislation and within approved governance and accountability requirements of the government.

### KEY DUTIES

#### Law and Procedure

- > Establishes and monitors regulatory and adjudicative processes including the efficient assignment of cases and effective case-management practices.
- > Leads the process of setting the agency's goals, designing and establishing the agency's adjudicative process, and establishing and reporting on measures of service quality and performance.
- > Oversees that the establishment of agency policies and procedures are within the legal, political and economic framework of the government.
- > Provides oversight to internal processes and procedures that ensure efficiency, quality and timeliness in the resolution of disputes and rendering of decisions.
- > Supervises the agency's decision-making processes, ensuring effective decisions that communicate the reasons for the decision.
- > Arranges for and chairs meetings of the Vice-Chairs to discuss emerging issues, build support for policy and process change, engage in professional sharing and development, and promote clarity and predictability in the exercise of independent decision-making.
- > Provides oversight, or may personally assume cases or assignments that are complex or high profile, which involve new or novel considerations of law, multiple parties or stakeholders, or that have significant public interest.

## Strategic Leadership

- > Mentors and develops Vice-Chairs by providing oversight and advice, and discussing and encouraging professional development of and among appointees.
- > Represents the agency and is the key liaison / spokesperson in dealings with the government, the public and sector stakeholders to maintain constructive relationships with each group.
- > Ensures independence in adjudicative functions by setting standards of interaction and acting as the liaison to the public, stakeholders and government.
- > Remains current in developments in administrative law and related matters in Ontario, Canada and other jurisdictions.
- > Responds to changes in demand for services, public expectations, legislative or regulatory change and government directives.
- > Liaises with government (Minister, Deputy Minister) and stakeholders (groups and individuals) and participates in agency-related organizations (Bar Associations, federal and provincial counterparts, professional groups and associations).
- > Maintains open, effective and regular communication with the CEO / management of the agency so that plans and initiatives are understood and effectively executed.
- > Makes recommendations to government / Minister regarding impact of proposed policies (where appropriate).
- > Ensures strategic plans are fiscally prudent, reflect the agency's mandate, and take into account protection of the public interest, risk identification and mitigation, and opportunities to implement needed change.
- > Acts with integrity and honesty. Actions are guided by the best interests of the agency and the public.

## Agency Governance

- > Establishes and monitors controls to ensure the Board has sound governance practices.
- > Participates in the preparation and execution, and complies with, the Memorandum of Understanding with the Minister responsible for the agency.
- > Provides input to government policy development and recommends legislative changes to the government, when appropriate and warranted.
- > Attends or makes presentations to legislative committees as requested.
- > Establishes agency operational policy and procedures within the legal, political and economic framework of the government.
- > Notifies the Minister of Board vacancies and makes recommendations for appointments or re-appointments that respect and promote the principles of equity, diversity, quality, merit and regional representation.
- > Ensures the Minister is provided with an annual report of the agency and brings it forward for approval and tabling before the Legislature.
- > Keeps the Minister informed in a timely fashion of issues affecting the agency and its stakeholders.
- > Oversees and reviews the preparation of budgets and the allocation of resources.
- > Ensures that public funds are used within approved financial controllership parameters.

- > Develops, monitors and reports on the agency's annual budget and business plan to ensure plans are within approved expenditures and expected results are on target. Explains any variance and makes appropriate adjustments.
- > Directs the preparation of reports on business, operational and performance measurement plans.
- > Establishes performance measures and targets for the agency that are both realistic and challenging.
- > When necessary, directs corrective action be taken, arranges for audits as needed, and cooperates with any periodic review directed by the Minister.
- > Ensures appointees are aware of their obligations and that they act in compliance with the agency's Code of Conduct and Conflict of Interest rules. Ensures a process is in place to allow disclosure in keeping with the requirements set out in the *Public Service of Ontario Act, 2006*.
- > Oversees the development of agency service complaint-handling procedures.

## QUALIFICATIONS

The Chair will typically have all the qualifications of a Member plus the following:

- > An experienced leader with ability to set strategic direction, articulate and work towards a vision and oversee the implementation of plans and strategies to deliver efficient, effective and high quality services.
- > Thorough understanding of the administrative justice system, including the relevant legal principles.
- > Comprehensive knowledge of the legislation under the agency's jurisdiction and related laws and legal processes or the ability to acquire such knowledge.
- > In-depth understanding of the professional, institutional, policy and community context in which the agency operates, or the ability to acquire such understanding.
- > Understanding of the agency's rules of practice and supporting procedures.
- > Knowledge of the continuum of dispute resolution practices to design new or change existing processes.
- > Superior dispute resolution and analytical skills to resolve complex matters involving multiple interests, under public scrutiny.
- > Effective communication and interpersonal skills to positively influence and communicate with staff, stakeholders and the public.
- > Understanding of government values and a commitment to working within government's agency accountability structure.
- > Understanding of sound financial and operational business processes and practices.
- > Commitment to the protection of the public interest within the mandate of the agency.
- > Commitment to respect diversity and to maintain fair, transparent processes that meet the highest professional standards of the agency's Code of Conduct.
- > Knowledge of and commitment to sound governance practices.

# Part-Time Chair

## Public Service Grievance Board Core Competencies

### COMPETENCY - STRATEGIC LEADERSHIP

#### **Definition:**

Strategic leadership involves approaching initiatives from a strategic perspective, championing new initiatives and working towards their achievement to deliver quality services to the public and the protection of the public interest. It is expressed by inspiring, motivating and leading others, guiding the organization by linking long-range vision and concepts to daily work, and articulating a simple understanding to a sophisticated awareness of the impact of internal and external factors on strategies and choices. It also includes adapting strategies when change is required and taking action to ensure adequate support and resources.

#### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Sets strategic direction. Manages the present. Plans for the future.
- > Articulates the vision and oversees the implementation of plans, monitors key programs for quality and delivers high quality services.
- > Inspires confidence in staff, stakeholders, the agency community and the Ministry, and ensures they are aware of the strategic framework (vision, mission and goals) of the agency.
- > The business plan supports the strategic direction and considers necessary policy, human and financial resource implications.
- > Demonstrates active leadership by ensuring quality control of key agency programs and practices.
- > Dispute resolution processes have identifiable service performance measures.
- > Processes are in place to ensure staff and appointees remain current, share excellence and have access to required professional development.
- > The agency is seen to be a centre of expertise in its field. Decisions are clear, reasoned in law and jurisprudence, and effectively resolve issues.
- > Staff and members of the agency understand their role in fulfilling the vision, goals and objectives of the agency.
- > Looks to the future. Can discuss emerging theories, concepts and trends, identify possible approaches, and articulate the merits of each in relation to the community and legislative context of the agency.
- > Considers the impact of strategies on all internal and external factors (environmental scan). Associated risks and opportunities are identified and managed.

## COMPETENCY – IMPACT / INFLUENCE

### Definition:

Impact / influence is the ability to influence, persuade or convince others to adopt a specific course of action impacting plans, processes, practices and people. It involves influencing others by leading by positive example, setting high standards and charting a clear and steady course. It also involves the use of effective strategies, persuasive techniques and facilitation skills to achieve desired results in sometimes high-impact, high-risk and complex situations.

### Elements:

*How the skill / attribute is demonstrated for effective performance in the position.*

### Generally:

- > Uses complex influence strategies to anticipate, identify and respond effectively to different points of view to build support and agreement.
- > Builds informal and formal support for ideas. Selects information to have specific effects and uses expert facilitation and knowledge of group process and individual preferences to lead discussions and overall processes.

### Internally:

- > Builds support for excellence in all key agency functions by overseeing and taking corrective action to ensure quality, timeliness in mediation, clarity in decision-making and the interpretation of applicable laws.
- > Creates excellence and influences others by providing opportunities for professional development of and among members.
- > Sets and monitors realistic but challenging agency performance measures and recommends necessary revisions.
- > Protects independence in agency decision-making by setting processes to handle complaints and communicating standards of interaction and a code of ethical conduct for decision-makers.

### Externally:

- > Has a profile within the agency community and acts as the key spokesperson and liaison for the agency to create understanding and impart information that may be contentious or to create buy-in.
- > Imparts stakeholder issues, conveys stakeholder perspectives and identifies possible solutions or opportunities that meet the needs of both the agency community and the Ministry.
- > Makes sound and convincing recommendations to the government/Minister responsible for the agency regarding impact of proposed policies.

## COMPETENCY – PARTNERSHIP / RELATIONSHIP BUILDING

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## **Definition:**

Partnership / relationship building is working cooperatively with all partners / alliances / stakeholders to solve common issues, meet mutual goals and build synergies. It includes leveraging existing relationships and partnerships, building a more effective network of existing contacts, or developing and solidifying new partnerships. It also involves an awareness that change is more effectively made together, and that a mutual interests-based relationship that operates on trust forms the foundation for success in delivering results.

## **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

### **Generally:**

- > Understands rules of engagement and knows when and how to involve the right group of stakeholders, government officials, interested parties and partners.

### **Internally:**

- > Builds a collegial environment among members where learning and sharing are the norm.
- > Promotes understanding and tolerance of other points of view by encouraging discussion of different perspectives.
- > Creates positive and open relationships with the CEO and staff to ensure that agency staff is involved in plans and functions as a cohesive, professional group.

### **Externally:**

- > Is proactively involved with partners (may include other agencies, other ministries / divisions, stakeholders, professional groups, peers, etc.) to enhance and build informal and formal relationships to share experience, create synergies or discuss common issues and solutions.
- > Engages in the activities of professional associations, sector associations, and federal and provincial counterparts.
- > Proactively liaises with stakeholders to identify opportunities to build or mend relationships or seek resolution to common issues.
- > Stakeholders are appropriately engaged to provide input into agency plans and processes, build or repair relationships, or work on common goals.
- > Creates an environment of trust, where stakeholders understand that they can bring sensitive issues to the Chair and matters will be handled with competency, tact and discretion.

## COMPETENCY – INTEGRITY / ETHICS / VALUES

### Definition:

Integrity / ethics / values is the willingness to hold oneself and others accountable for acting in ways, both privately and publicly, that are consistent with stated values, principles and professional standards.

### Elements:

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Sets the ethical tone and values of the agency in internal and external interactions, and encourages others to act ethically and in keeping with agency values.
- > Actions are guided in the best interests of the agency and the public.
- > Takes action based on values even when cost or risk is at stake.
- > Has developed personal and professional credibility to the degree that the agency's values and standards are evident.
- > Facilitates and encourages openness and honesty even when it is difficult for others to do so.
- > Emphasizes the importance and impact of integrity and ethics to the roles and responsibilities of the agency.
- > Incorporates principles of equity, due process and equal access in agency processes.
- > Facilitates equal access and respects social and cultural differences for all who appear before the agency.
- > Supports, respects and promotes the principles of diversity and regional representation.
- > Stands by and accounts for agency decisions that are consistent with relevant law and evidence even if they are unpopular or controversial.
- > Develops and communicates the agency's Code of Conduct and Conflict of Interest rules and monitors for compliance.
- > Gains the agency respect in the community for independent, neutral and expert advice and decision-making.

## COMPETENCY – PROFESSIONAL AWARENESS

### **Definition:**

Professional awareness is the depth and breadth of the knowledge, skill and experience particular to the position. It involves knowledge of laws, practices, processes, professional skills, stakeholders and the culture specific to the agency environment.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Can articulate points of law of relevance to the agency as well as supporting jurisprudence.
- > Possesses an extensive knowledge of the legal / procedural and regulatory framework in which the agency and its stakeholders function.
- > Understands the continuum of alternative dispute resolution processes and designs.
- > Demonstrates in-depth understanding of the subject matter within the agency's jurisdiction.
- > Keeps a current knowledge of the associated stakeholder communities including their issues, interests and trends.
- > Encourages and creates opportunities for appointees to engage in continuous learning, professional sharing and development.
- > Champions a full array of dispute resolution practices to employ the most effective method(s) of resolving a dispute.
- > Effectively conducts, and personally assumes the most sensitive or complicated reviews or hearings.



## COMPETENCY – AGENCY GOVERNANCE

### Definition:

Agency governance is the knowledge and skills required to effectively govern the affairs of the agency, in keeping with the agency's legal framework and mandate. It also involves acting to achieve public service values such as transparency, efficiency and effectiveness and the accountability and governance requirements of the government.

### Elements:

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Leverages knowledge and experience to build a modern, sustainable agency.
- > Understands and participates in the government context in which the agency functions to oversee policy, budget and resource allocations.
- > Complies with requirements set out in the Agency Establishment & Accountability Directive.
- > Establishes or affirms the Memorandum of Understanding with the Minister and upholds the agreement by compliance.
- > Ensures that the Minister / Ministry is provided with an annual business plan, which directs resources to deliver on priorities, is sustainable overtime and reflects a prudent use of public funds.
- > Directs the affairs of the agency in keeping with its mandate, governing statute and in accordance with the approved business plan.
- > Directs the development of an annual report that accounts for the agency's performance that is transparent and useful to the agency's community.
- > Informs the Minister / Ministry of issues and initiatives impacting the agency's mandate and its stakeholder community.
- > Supports the development of agency appointees by providing oversight and advice, and discussing and encouraging professional development of and among appointees.
- > Has knowledge of and a commitment to sound governance practices.

## COMPETENCY – MANAGING FOR RESULTS

### **Definition:**

Managing for results is the ability to plan for and achieve measurable results and reach successful outcomes at an individual, agency and community level. It involves a steady focus on desired outcomes, setting challenging goals, making difficult decisions, and anticipating and addressing potential obstacles or conflicts to achieve excellence in results.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Ensures that the agency meets its statutory obligations and carries out its mandate effectively and efficiently.
- > Provides oversight of practices and processes to ensure the quality of rulings and decisions and that hearings uphold tenets of natural justice.
- > Has established practices that oversee the quality and timely delivery of key programs including case management, hearing functions, dispute resolution practices and resolution of matters by decision.
- > Ensures that operational processes demonstrate a balance of effectiveness and efficiency, due process and public interest, and are sustainable over time.
- > Oversees the establishment and monitoring of systems and procedures that plan and measure results.
- > Oversees the development of, and monitors and reports on, the agency's annual budget and business plan to ensure plans are within approved expenditures and expected results are on target. Can explain variances and make appropriate adjustments to meet targets.
- > Implements operational policies to improve agency performance.
- > Sets, communicates and meets performance targets that are both realistic and challenging to meet the agency's vision and objectives.
- > Maintains steady control and focus on the image and reputation of the agency for timeliness, clarity and quality.
- > Manages the agency within a risk / opportunity-based framework.
- > Achieves results among varying and often conflicting obligations.

# PART-TIME VICE CHAIR

## Public Service Grievance Board Position Description

### PURPOSE

The Vice Chair is responsible for the resolution of disputes between parties appearing before the agency pursuant to the governing Act by using a variety of dispute resolution methods including mediation and adjudication of disputes by rendering written / oral decisions.

### KEY DUTIES

#### Law and Procedure

The Vice Chair will carry out this responsibility alone as a single adjudicator.

A Vice Chair:

- > Acts as a labour and employment mediator by listening to the parties' positions, assisting the parties in defining underlying issues and interests, focusing the parties' attention on what a workable settlement would be and facilitating a resolution between the parties.
- > Conducts hearings and makes rulings and / or writes decisions.
- > Conducts proceedings in accordance with the governing statute and other applicable laws as well as within the policies, procedures and rules of practice developed by the agency.
- > Hears evidence and submissions presented by parties to a dispute, and ensures that all issues are dealt with at the hearing.
- > Actively listens to comprehend interests and positions, which are sometimes difficult to ascertain.
- > Makes rulings necessary for the proper and expeditious conduct, control and completion of the hearing.
- > Reviews and analyzes all evidence and submissions thoroughly and makes decisions based on the evidence and consideration and application of relevant law.
- > Makes rulings and issues written decisions that are independent and free of outside influence.
- > Issues decisions in a timely manner, within the time frames established by the agency.
- > Issues clear, well-written, soundly reasoned decisions, which are understandable and can be implemented by the parties to a dispute.
- > Acts as a mediator by listening to the parties' positions, assisting the parties in defining underlying issues and interests, focusing the parties' attention on what a workable settlement would be and facilitating a resolution between the parties.
- > Identifies opportunities to resolve the dispute or specific issues in the dispute.
- > Participates in initial training and stays current in the field by engaging in ongoing professional development, participating in meetings of the agency and its Vice Chairs.

- > Complies with policies and practices set out by the agency to meet financial accountability and administrative requirements.
- > Works constructively and contributes to a collegial atmosphere at the agency by sharing knowledge, time and experience with other agency appointees.
- > Maintains positive, productive and appropriate relationships with stakeholders and all parties appearing before the agency.

## **Integrity and Fair Practices**

- > Ensures equal access, fair treatment and due process in dispute resolution and hearing practices.
- > Deals with conflict and divergent interests while maintaining decorum, due process, and professional and respectful interactions among all participants.
- > Recognizes and deals appropriately with situations that may involve an issue of bias or conflict of interest in accordance with relevant legal principles and/or the agency's Code of Conduct and Conflict of Interest rules.
- > Acts with integrity and honesty. Actions are guided by the best interests of the agency, the parties, and the public.

## **QUALIFICATIONS**

Vice Chairs are required to have the following abilities, skills and knowledge in order to carry out their responsibilities effectively:

- > Experience in labour and employment mediation and labour and employment adjudication.
- > Experience in interpreting and applying legislation with specific knowledge of the agency's governing Act and related law.
- > Understanding of the professional, institutional, and community context within which the agency operates.
- > Advanced understanding of the justice system, administrative law, and the concepts of fairness / natural justice.
- > Demonstrated analytical, conceptual, problem-solving, decision-making and writing skills.
- > Ability to listen and to communicate clearly and effectively.
- > Demonstrated advanced ability to formulate reasoned decisions and communicate them orally and in writing in a timely manner.
- > Well-developed dispute resolution skills.
- > Impartiality and sound judgement to fairly assess cases involving issues regarding conflicting verbal / written evidence and the assessment of credibility.
- > Commitment to ongoing professional development to enhance expertise and remain current in the field.
- > Good organizational skills to manage a heavy workload with complex, ongoing processes.

- > Self-confidence / self-control and sensitivity to diverse interests in order to maintain effective control in confrontational and stressful situations.
- > Commitment to respect diversity, and to maintain fair, transparent processes that meet high professional standards.
- > Computer literacy.
- > Ability and willingness to travel.

### **Other Responsibilities**

- > Ensures compliance with Ministry Meal and Travel Directive
- > Ensures compliance with Agency Payment Policy
- > Adhere to Agency performance measures for time frames for writing decisions
- > Participation in educational training
- > Completion of agency forms/documents such as Appearance Sheet and Report of Proceedings
- > Knowledge of Agency procedures for Emergency Preparedness ie evacuation protocol, health and safety issues,
- > Participate in mandatory government training

# Part-Time VICE CHAIR

## Public Service Grievance Board Core Competencies

### COMPETENCY – PROFESSIONAL JUDGEMENT

#### **Definition:**

Professional judgement is the exercise of critical thinking, analysis and assessment of implications, identification of patterns, making connections of underlying issues, and the ownership of the outcome. Effectively exercised, it leads to fair, efficient processes and brings clarity and resolution to complex and ambiguous situations or issues.

#### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Employs an in depth knowledge of the relevant law and jurisprudence
- > Makes careful and competent assessments of facts, data, credibility and situations.
- > Applies knowledge and experience to analyze issues, clarify positions, and determine workable options or reach reasoned decisions.
- > Applies sound judgement assessing cases of conflicting verbal / written evidence or the assessment of credibility.
- > Facilitates open dialogue such that underlying issues and interests are revealed.
- > Assimilates information and applies law and legal principles to specific facts, evidence and positions. Makes clear and reasoned rulings / decisions.
- > Employs optimal timing and circumstances for either refraining from or making a decision or employing an alternative method of dispute resolution.
- > Maintains effective control over processes and keeps a steady focus on desired outcomes.
- > Hearings are conducted in accordance with the governing statute and applicable law, and the policies, procedures and rules of practice developed by the agency.
- > Rulings are made to ensure the proper and expeditious conduct, control and completion of hearings or reviews in accordance with the rules of natural justice.
- > Knows how to organize work and priorities in a manner that meets competing needs of due and fair process and timely resolution of matters.

## COMPETENCY – LISTENING / UNDERSTANDING

### **Definition:**

Listening / understanding is the ability to gather facts and pertinent information to gain understanding before drawing conclusions or taking action. It involves active listening and comprehension of verbal and non-verbal signals to enhance understanding and accurately assess situations to help resolve issues, problems, conflicts and disputes. It also involves the ability to encourage others to elaborate on matters and interests.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Understands that the complexities of issues are uncovered in a variety of ways including through actions, unstated interests and pressures and emotions as well as stated positions or evidence.
- > Practises active listening to comprehend interests as well as positions.
- > Employs effective questioning to elicit further information or gain greater understanding or clarity.
- > Assimilates multiple sources of information to make informed assessments or decisions that effectively uncover and address the issues.
- > Conducts mediations that set the tone for equal, active and open dialogue and information exchange. Conducts arbitrations that give the parties an appropriate opportunity to present their cases and ensures that their positions are understood.
- > Knows when it is necessary and appropriate to seek out information or interests that may be difficult to ascertain.
- > Understands the impact of one's own actions and emotions and demonstrates self-control and steady focus in situations of tension and conflict.
- > Listening and understanding is evidenced when those who appear before the agency feel they had an appropriate opportunity to express their positions and when decisions reflect concerns and resolve issues.

## COMPETENCY – DECISION-MAKING

### **Definition:**

Decision-making involves independent analysis and evaluation of data and evidence as well as reasoned thinking and application of relevant law. It requires advanced oral and written communication skills.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Weighs all evidence and submissions thoroughly.
- > Issues clear decisions that reflect a thorough analysis of the issues, and balances perspectives and details reasons.
- > Issues decisions in a timely manner, within the time frames established by the agency.
- > Provides reasons and demonstrates clarity in oral and written rulings such that the parties understand and are able to implement what is decided.
- > Makes reasoned decisions based on the evidence and interpreting and applying the relevant law to the evidence.



## COMPETENCY – INTEGRITY / ETHICS / VALUES

### **Definition:**

Integrity / ethics / values refers to the willingness to hold oneself and others accountable for acting in ways, both privately and publicly, that are consistent with stated values, principles and professional standards, even when risk is associated.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Takes action based on values even when cost or risk is at stake.
- > Conducts affairs with neutrality and professional integrity such that rules of engagement are known and the agency's values and expected standards of interaction are clear.
- > Sets the expectations of interactions among parties and insists on professional and respectful interactions in all proceedings.
- > Treats all who appear before the agency in a respectful manner.
- > Acts in accordance with organizational values, even when challenged or in stressful situations.
- > Maintains impartiality and objectivity in serving the public good.
- > Stands by and accounts for value-based decisions and actions even if they are unpopular or controversial.
- > Is aware of and respects social and cultural differences of all who appear before the agency.
- > Recognizes and questions own personal biases, identifies situations of power imbalance, and adopts value-based strategies to address them.
- > Complies with administrative law principles and the agency's Code of Conduct and Conflict of Interest rules. Recognizes and discloses any potential conflict of interest in a timely manner and acts to eliminate any possible concern of bias.

## COMPETENCY – PROFESSIONAL AWARENESS

### **Definition:**

Professional awareness is the depth and breadth of the knowledge, skill and experience particular to the position. It involves knowledge of laws, practices, processes, professional skills, stakeholders and the culture specific to the agency environment.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Possesses an in-depth knowledge of the relevant law, legal framework and procedures relevant to the agency's policies, protocols and rules.
- > Thoroughly understands the subject matter within the agency's jurisdiction.
- > Maintains current knowledge of the associated stakeholder communities, their issues and interests, as well as the regulatory and legal framework governing their activities.
- > Understands and applies a full array of dispute resolution practices to employ the most effective method(s) of resolving a dispute, in keeping with the governing statute.
- > Understands and effectively conducts hearings and reviews, makes clear rulings, ensures all issues are dealt with and that the parties are heard and treated fairly.
- > Manages proceedings such that all who appear before the agency understand procedures and practices and can participate equally.
- > Applies relevant laws, policies, procedures and rules.
- > Establishes work practices that deal effectively with a high volume caseload.
- > Understands government processes that pertain to agency appointees, including the independent nature of the agency's relationship with its ministry.
- > Participates in professional learning and development opportunities.

## COMPETENCY – CONFLICT MANAGEMENT

### **Definition:**

Conflict management is the knowledge and ability to anticipate, recognize and effectively resolve disputes. It includes facilitating open and constructive discussions and where possible win-win solutions, or as necessary, rendering a decision to bring resolution to matters.

### **Elements:**

*How the skill / attribute is demonstrated for effective performance in the position.*

- > Sets tone of interactions that are respectful and productive.
- > Employs an array of dispute resolution techniques.
- > Maintains control and keeps a steady focus on resolution of matters.
- > Detects and addresses conflict in its early stages.
- > Diffuses stressful disagreements and hostile or emotionally charged situations.
- > Actively listens to determine common interests and considers situations from multiple perspectives.
- > Effectively restates positions and asks questions tactfully to identify key issues or values that are at the centre of the conflict.
- > Helps to identify areas of agreement and manages the process toward resolution.
- > Assists parties to re-think current views and beliefs and facilitates discussion of options to create mutual gain.
- > Creates an environment among parties that facilitates positive, respectful relationships.
- > Mediates between the parties' interests to discover a mutually agreeable solution.
- > Assists the parties to develop a workable course of action to implement an agreement.
- > Knows when to insist, when to effect a negotiation or compromise, how to build consensus to bring closure to a matter, and when it is necessary to render a decision.

## **Public Service Grievance Board** **Chair and Vice-Chair Code of Ethics**

1. Appointees must at all times uphold the integrity of the office, exhibiting the highest standards of honesty, impartiality and dignity as well as competence in labour relations matters and the law relating thereto. Appointees must respect the requirements of human rights laws in force in Ontario in conducting proceedings.
2. In adjudicating disputes, an appointee must be as ready to rule for one party as for the other on each issue, such ruling to be dependent on the merits of the particular issue only.
3. In mediating disputes, an appointee has a duty to remain impartial throughout, providing the parties with a fair opportunity to participate, encouraging respect between the parties and respect for the process.
4. An appointee must not solicit assignments, other than advising as to availability as requested.
5. An appointee must provide full and fair disclosure of any matter which would reasonably raise a question as to the appointee's impartiality, including any interest in the outcome of any matter before him or her, any close personal relationship to any of the parties, and any other such matter or circumstance. After receiving the views of the parties, an appointee will determine whether or not it is appropriate for him or her to proceed with the matter. The appointee will bring any matter relating to a conflict of interest to the attention of the Chair at his or her earliest possible convenience.
6. It is a basic professional responsibility of an appointee to plan his or her work schedule so that present and future commitments with respect to holding hearings and rendering decisions will be fulfilled in a timely manner.
7. Information received by an appointee in the course of proceedings must be treated as confidential unless this requirement is waived by the parties or disclosure is required or permitted by law or established custom.
8. An appointee occupies a position of trust in relation to accounts for fees and expenses and in submitting such accounts an appointee is governed by the same high standards of honour and integrity that apply to all other aspects of his or her work.
9. All appointees must meet the ethical standards set out in Ontario Regulation 381/07.