Job Description

Job Title:	Director, Conflict Management Office
Department:	Conflict Management Office
Reports To:	Associate Provost, Campus Support & Accessibility
Jobs Reporting:	Senior Case Consultant Senior Investigations Specialist Education and Learning Specialist
Salary Grade:	USG 14
Effective Date:	October 2024

Primary Purpose

This senior position is accountable to the Associate Provost, Campus Support and Accessibility for providing conflict management expertise to the campus community and for providing strategic leadership over the Conflict Management Office (CMO). This involves leading the development, management, rationalization and assessment of the CMO and its programs and functions at the University of Waterloo. This position is responsible for ensuring the operation of this unit meets and follows all critical elements within the conflict and complaint management process and adheres to the Ontario Human Rights Code, the Ontario Occupational Health and Safety Act, and other relevant statutory obligations.

The CMO is the University's centralized office for receiving concerns and managing all complaints and investigations related to harassment, discrimination, and related statutory obligations. This is accomplished through capacity building and offering expert direction and leadership with respect to the University's response to conflict and human rights related issues. The office offers preventative and response-based services, including facilitating and leading investigations related to harassment, and discrimination (and other related statutory requirements); leading mediations and facilitated discussions; management coaching; system/policy navigation; and senior leadership consultations.

The Director offers subject matter expertise and guidance to the University about its obligations and responsibilities in appropriately managing conflicts and complaints rooted in our statutory obligations. The position actively collaborates with, and offers support to, the six Faculties (e.g., Deans, and Associate Deans), and senior leaders offering guidance related to fulfilling their obligations when responding to conflict or complaints. The role collaborates with academic support units to offer seamless prevention and response efforts related to our statutory obligations. This role offers the University guidance and advice in identifying trends and legal risks, providing recommendations on ways to promote a campus culture of respect and compassion that protect and promote the rights of its members. The incumbent offers guidance that mitigates risk and collaborates with key stakeholders in supporting complex or litigious cases.

Key Accountabilities

Strategic Leadership and Oversight

- Provides leadership of the overall vision and strategy for the Conflict Management Office. This involves designing, implementing and reviewing strategic plans for the department; establishing the mission, vision, and values for the department; and facilitating the alignment of these departmental 'statements of purpose' with those of the Institution, always in consideration of our statutory obligations.

- Maintains coordinated, integrated and high performing programs and services delivered within the unit. This includes being accountable for offering strategic and person-centred services that fulfill the University's legal duty to respond to concerns and complaints of discrimination, harassment, and sexual/gender-based violence.
- Provides forward-thinking and tactical leadership by identifying trends for proactive rather than reactive responses to employee and student needs and rights. Remains fully aware of related trends within postsecondary education sector and interprets how various external factors influence the University and Conflict Management Office's services.
- Provides leadership to the University by offering input into the University's strategic plan, strategic initiatives, and other cross-campus functions as it relates to managing conflict and complaints.

Expertise and Guidance/Consultations

- Uses subject matter expertise to provide strategic guidance to the campus, particularly senior leaders, on appropriately managing complex, multi-faceted complaint/conflict-related matters in a timely manner, on which leadership rely upon in decision making. Assists leaders in understanding and applying our statutory obligations to the complaint management process and related decisions. Ensures the leadership consultation processes is effective in providing a confidential resource whereby concerns are discussed, needs and interests confirmed, options reviewed, relevant policies identified, and next steps established.
- Acts as a central resource for all campus members with concerns related their workplace or University life. Offers guidance on how to uphold statutory obligations related to preventing and responding to allegations of discrimination, harassment, sexual/gender-based violence; and provides guidance to the campus around identifying and mitigating associated risks. Sufficiently facilitates matters, ensuring they are progressing as appropriate.
- Direct link between Legal Counsel and the CMO. Compiles evidence and relevant documentations to be used in litigation and at the Ontario Human Rights Tribunal. May serve as a witness representing the University at said Tribunals.

Directly Manage Complex/Escalated Intervention (Informal and Formal)

- Provide formal or informal services where the matters are particularly complex, serious or where the University is at particular risk.
- Ensure the University's statutory-based obligations are met with respect to training and capacity building initiatives. Ensures, on behalf of the University, that appropriate content is part of all CMO programming, thereby enhancing management's ability to respond to complaints effectively and while reducing liability risks associated with mismanagement
- Identify where the University will be best served to initiate restoration activities, post formal and informal processes. This involves assessing the outflow and impact of formal processes for the purpose identifying required actions to ensure the unit/group/team are positioned to resume effective relations, engage in meaningful work, and respond effectively to barriers to effective communication and trust.

Human Resource Management

- Overall responsibility for the Conflict Management team of specialized professionals.
- Applies collaborative approaches to direct the teams' objectives and performance, focusing on the department's and University-wide goals.
- Ensures resources are utilized optimally, through effective processes, task delegation, coordination and collaborative communication.
- Exceptional leadership and management of direct reports including hiring, coaching, staff performance management, professional development, salary administration, priority setting, strategic planning and ensuring the effective delivery and assessment of services.

Handling Sensitive Information

- Ensure overall access to confidential, and sensitive materials and information are appropriately controlled.
- Ensure appropriate use, storage, retention and destruction of confidential records in accordance with University policy and relevant privacy legislation.
- Ensure the effective use of systems and technology to accurately and efficiently manage student medical information, including data accuracy and document integrity within database and case-notes (with appropriate access controls).

**All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.*

Required Qualifications

Education

- Masters degree in a related field (e.g., Law, Psychology, Sociology, Peace and Conflict Studies) or equivalent combination of education and experience will be considered. Graduate Degree in Law preferred.
- Trained in trauma informed practice (or willing to participate in training to become trauma informed)

Experience

- Direct management experience (supervising direct reports).
- Demonstrated leadership in strategic and tactical thinking, weighing risks and applying sound judgement to decision making.
- Direct experience interpreting and applying the Ontario Human Rights Code, and related statues, particularly to decision-making within a university context.
- Experience investigating allegations of harassment, discrimination, and/or sexual/gender-based violence within a university context.
- Experience assessing complex cases to identify institutional risks related to upholding statutory obligations and offering guidance (directives/recommendations) to mitigate risks.
- Experience and/or training in supporting individuals in crisis and securing appropriate support.
- Experiencing providing support services and programming to students and/or employees in a post-secondary school context is preferred
- Experience establishing procedures for legally required services/process in alignment with statutory requirements.

Knowledge/Skills/Abilities

- Demonstrable excellence in problem solving, critical thinking, and decision making when responding to complex and multi-faceted matters.
- Proven ability to exercise independent judgement when dealing with highly sensitive matters.
- Demonstrated knowledge and application of human rights law as it pertains to preventing and responding to allegations of discrimination, harassment, and sexual/gender-based violence.
- Excellent interpersonal and listening skills.
- Excellent ability to negotiate and mediate between diverse stakeholders with conflicting viewpoints is required.
- Proven ability to manage multiple projects and set priorities effectively, despite multiple demands.
- Ability to engage clients in various levels of distress with tact while ensuring clarity and understanding.
- Excellent writing skills sufficient to support clear, concise and detailed reports.

- Excellent verbal communication skills - an ability to communicate clearly, effectively, and appropriately with various stakeholders in a variety of formats, particularly in litigious and complex situations.
- Knowledge of investigation processes, practices and techniques with due consideration to procedural fairness.
- Proven ability to provide solution-focused interventions. Exceptional knowledge of various process and practices designed to respond informally to the broad concerns articulated by students, faculty and staff [e.g. mediation processes, effective communication processes].
- In depth knowledge of the Ontario Human Rights Code and the Ontario Occupational Health and Safety Act as they relate to harassment and discrimination.
- Advanced skills in Microsoft platforms (Outlook, Word, SharePoint, Teams)

Nature and Scope

- **Contacts:** The Director will coordinate and collaborate with most support units across campus, particularly the Sexual Violence Prevention and Response Office; Employee Health and Accommodation Office; AccessAbility Services; Equity, Diversity, Inclusion and Anti-racism Office; Human Resources, the Safety Office, and the Associate Vice President, Faculty Planning and Policy and UW Constable Service. Key campus partners also include the six Faculties, including Deans, Associate Deans. The Director will provide direct support to line managers, department heads, and senior executives/leaders. The Director will establish an expectation that all staff will work in a collaborative and coordinated way with students, staff and faculty in service provision.
- **Level of Responsibility:** This position requires a high level of responsibility as the role is responsible for ensuring the complex execution and implementation of all conflict and complaint management processes at the University of Waterloo. The position is responsible and accountable for the development and execution of all staff and student matters within the Conflict Management unit, many of which are complex or litigious. The position is responsible for interpreting and applying human rights legislation in decision-making. This position provides a high level of responsibility to the University through the mitigation of risk by providing guidance on upholding our legal obligations related to managing conflict and complaints rooted in our statutory requirements.
- **Decision-Making Authority:** This position is granted full authority to reach findings and make procedural decisions within investigatory activity that binds the University. This position has significant and decision-making authority for all accountabilities related to the unit, including decisions stemming from investigations. Decisions are often required to be made quickly, sometimes in the absence of clear information or evidence, and without clear procedures or directives, which may pose consequences for the unit, the staff, the students, and the University's reputation. An inability to fulfil the University's statutory obligations related to preventing and responding to harassment, discrimination and violence could result in human rights compliant and reputational risks. The position is ultimately responsible for all decision-making related to the operation and administration of the office including, but not limited to: departmental strategic directions, staffing decisions, workload/priority management, effective creation and implementation of systems, protocols and processes, and risk management.
- **Physical and Sensory Demands**: This position requires regular mental and visual concentration while working on the computer, writing, and reviewing documents for details and accuracy. Visual strain may result from these activities. Listening concentration is often required to respond to requests for information from employees, students and other internal and external groups and individuals.
- **Working Environment:** Some exposure to disagreeable conditions typical of a position involving exposure to stress and pressure associated with management level responsibilities and conditions typical of an office. Most of the incumbent's time is spent in normal office conditions. There may be unusual hours or schedules, multiple and/or tight deadlines beyond one's control and constant

interruptions (e.g. phone calls, e-mails, urgent support requests, varying student volumes at different times of the year). The role may require travel to various destinations in support of the University's government advocacy.