



Office of Human Rights and Conflict Management

Annual Report
2021–2022

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A Message from the Executive Director, Office of Risk and Compliance

It is my pleasure to present this report to the University of Manitoba (UM) community, showcasing the work of the Office of Human Rights and Conflict Management (OHRCM) over the last year. It covers the reporting period of April 1, 2021 to March 31, 2022.

This report is part of ensuring our accountability to the University community. It is also an opportunity to highlight the breadth of services provided by the OHRCM staff and the many ways in which they support the University community in advancing equity and human rights.

As Executive Director, Office of Risk and Compliance, I have the privilege of working with a team of knowledgeable and dedicated staff who are driven by a common vision of a positive and equitable campus environment where every person's dignity and rights are respected. The OHRCM puts this vision into practice by providing mechanisms for addressing human rights and conflict related complaints and concerns and by educating students, faculty, staff, and community members about their rights and responsibilities.

Conflict management services have been offered to the University community by the OHRCM since 2014, and I am pleased to see that the data shows these services are well utilized. The OHRCM also engages in proactive work by advising on policies and processes, including compliance with the Manitoba Human Rights Code, and providing education opportunities on the *Respectful Work and Learning Environment (RWLE) Policy*, *Sexual Violence (SV) Policy*, *Disclosures and Complaints Procedure*, and conflict management.

The increased OHRCM presence across campuses through the various outreach and education activities, as well as the ongoing relationship building with other services that act as referral points to the OHRCM, show that community members are able to reach the office and access services when needed. We are always endeavoring to improve our services and expand our reach within the community and the OHRCM is looking to enhance and expand its outreach and education activities in order to identify and remove any barriers to accessing services.

Karen Meelker

Executive Director, Office of Risk and Compliance

OHRCM Team

The following people were part of the OHRCM team during the period of this report between April 1, 2021 and March 31, 2022 (listed alphabetically):

Megan Bowman	Conflict Management Advisor, 2018 – present
Jasandeep Grewal	Student Educator, 2021 – 2022
Jennifer Ham	Confidential Intake Officer, 2020 – present
Khurram Kazi	Student Educator, 2021 – 2022
Joel Lebois	Human Rights Legal Counsel, 2018 – present
Michele Lemonius	Human Rights and Conflict Management Advisor, 2020 – present
Meghan Menzies	Human Rights and Conflict Management Officer, 2020 – present
Shehnoor Tung	Confidential Intake Officer, 2021 – 2022

Acknowledgements

The OHRCM would like to acknowledge the following staff members who have transitioned into a new roles and opportunities and thank them for their significant contributions to the growth and success of the office:

Jasandeep Grewal	Student Educator, 2021 – 2022
Khurram Kazi	Student Educator, 2021 – 2022
Shehnoor Tung	Confidential Intake Officer, 2021 – 2022

OHRCM Services

Our Vision

The work of the Office of Human Rights and Conflict Management (OHRCM) is guided by the vision of a university community that values diversity and practices inclusion, and where equity is part of the culture of every learning and working environment. We envision a campus community where everyone is working together to uphold human rights and dignity for all.

Our Mission

The OHRCM works collaboratively with University of Manitoba (UM) faculties, administrative offices, student services and the community to promote a respectful and inclusive working and learning environment in which all individuals are treated equitably and are free from discrimination and harassment based on the protected grounds outlined in *The Human Rights Code* (Manitoba).

Our Mandate

The OHRCM works to address and prevent discrimination, harassment, and sexual violence at the UM by promoting, supporting, and administering the UM's *Respectful Work and Learning Environment (RWLE) Policy*, *Sexual Violence (SV) Policy*, and the *Disclosures and Complaints Procedure*. The office is a confidential and private space for individuals to discuss their concerns, seek advice and assistance on human rights related matters, and access the various complaint resolution processes including consultation, mediation, conciliation, one-on-one conflict coaching, and formal complaint investigation.

Policies and Procedures

The OHRCM works to address and prevent discrimination, harassment, and sexual violence at the UM by promoting, supporting, and administering the following policies and procedure:

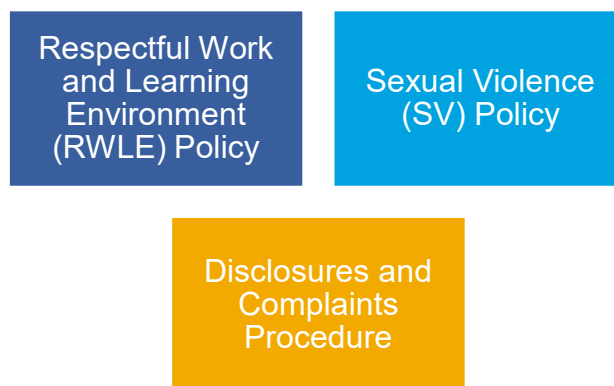


Figure 1: OHRCM's Policies and Procedure

Our Process

The OHRCM provides a range of options to help students, faculty, staff, and the community address concerns relating to human rights and conflict management. The first step is a confidential intake consultation during which key information is gathered and options are explored.

Advisors at the OHRCM work collaboratively with the individual bringing the complaint forward to determine the best course of action. Formal and informal resolution options are discussed, depending on the type and severity of the incident and the individual's wishes. Our process balances centering the person's goals and wishes, protecting privacy and confidentiality within the limits of the law, and complying with the UM's obligation to investigate and take action when there is a risk to the individual and the community. Depending on the situation, the OHRCM may also work with individuals who would like to bring forward a complaint as a group.

The OHRCM also supports institutional work to identify and remove barriers to equity by advising on policy and compliance, participating in key stakeholder activities such as working groups and committees, and providing education across the campus community.

Advisory Services

The first step in the complaint resolution process is to meet with an OHRCM advisor. The advisor meets with the complainant in person, online, or by phone as many times as needed to gather information on the nature of the complaint and to advise on the process, applicable policies, and resolution options available. In many cases, inquiries are resolved when the individual receives information about their rights and options.

The advisor may also consult with other UM offices, with the consent of the complainant, and/or make a referral to other services within and/or outside the UM. While most case files stay as advisory, others develop into more specific categories explained below.

Informal Resolution Process

The OHRCM provides a variety of informal resolution options to address conflict and human rights related concerns, where appropriate. Staff at the OHRCM facilitate resolution of informal complaints through conflict management coaching, conciliation, mediation and/or education on the obligations and expectations under the RWLE and SV policies. Informal/alternative resolution can also take the form of clarifying and educating individuals about the relevant policies and procedures and/or helping them communicate with the parties/UM offices involved in order to reach a satisfactory resolution.

When a matter cannot be resolved informally, or if the behaviour continues, the individual has the option of proceeding to a formal complaint. A complainant is not obligated to resolve their concerns informally and has the right to proceed directly to a formal complaint at any point in the process.

Formal Complaint and Investigation Process

Under the RWLE and SV policies and the *Disclosures and Complaints Procedure*, any person who believes that they have been subjected to harassment, discrimination, or sexual violence in the course of University-related employment, study, training, or activities may submit a formal complaint requesting that the matter be investigated.

All formal complaints should be submitted to the OHRCM in writing, ideally as close to the alleged incident as feasible (although it is understood that this may not always be possible). Upon submission, formal complaints are assessed by the Human Rights and Conflict Management Officer to determine applicability under the policies and whether or not the matter proceeds to an investigation.

While some formal complaints are investigated internally, most formal complaints that proceed to an investigation are handled by independent, third-party investigators external to the University. The OHRCM requires that all external investigators have relevant post-secondary investigation experience as well as specific training in trauma-informed investigation practices. Investigators must also abide by the OHRCM's Investigator Guidelines as well as University policies and procedures, including the *Conflict of Interest Policy*.

Conflict Management Services

Conflict management is a voluntary, participant-driven, and cooperative process for addressing and resolving disputes between individuals and within small groups. Conflict management services are provided in cases where members of the University community request assistance with interpersonal conflict or challenging dynamics, including difficulty communicating needs, boundaries, and feedback.

Conflict management is facilitated by OHRCM staff and may take the form of conflict coaching, conciliation, mediation, facilitated group dialogue, or restorative justice forums.

These options often allow for mutually desirable outcomes for participants, and thus can de-escalate conflicts and help foster better relationships. Most of the conflict management strategies, with the exception of conflict coaching, involve all parties in a conflict. When addressing a matter through conflict coaching, however, an individual will meet one-on-one with a trained coach (OHRCM staff) to help improve their ability to manage interpersonal conflicts.

Compliance with the Accessibility for Manitobans Act (AMA)

The Human Rights and Conflict Management Officer, along with the Associate Vice-President (Human Resources), co-chair the University's AMA Steering Committee, which is tasked with ensuring that the UM is meeting its obligations under the AMA. In 2021 the Committee launched Accessible Employment Training via UM Learn, the UM's learning management system. All University staff completed this training by May 1, 2021.

The OHRCM is also represented on the Manitoba Accessibility Advisory Network, administered by the Disabilities Issues Office of the Province of Manitoba, which includes government agency representatives, Crown corporations and post-secondary institutions.

Consultations

Consultations are meetings with members of the University community to discuss the RWLE and SV policies, including their interpretation, wording, and options for addressing matters. Consultations are generally peer-to-peer. For example, a department head or faculty member asking for guidance, such as an Associate Dean, calling to say “this situation has arisen in my faculty and here’s how I handled it. Are there other things I should be doing?” or “We are working on a department-specific policy that relates to the RWLE and we’d like help with wording.” Consultations are stand-alone as opposed to conversations that are related to an ongoing file.

A Look at the Data

A Word on Data

The OHRCM’s data collection process follows the University of Manitoba’s best practices, guidelines, and related standards. The data collection process includes, but is not limited to, gathering and reviewing the number of activities performed by the OHRCM each year. Strong and accurate data collection practices are critical to ensuring accountability to the UM community, quality of services, and efficacy of RWLE and SV policies and the *Disclosures and Complaints Procedure*.

OHRCM Scope of Work and Major Activities

Figures 2–4 show the range of OHRCM activities on UM campuses and the proportion of each activity category within the overall scope of work. During this fiscal year (from April 1, 2021 to March 31, 2022), advisory services continued to represent most of the OHRCM’s client interactions, while informal resolution services and education and outreach represent another significant portion of the work.

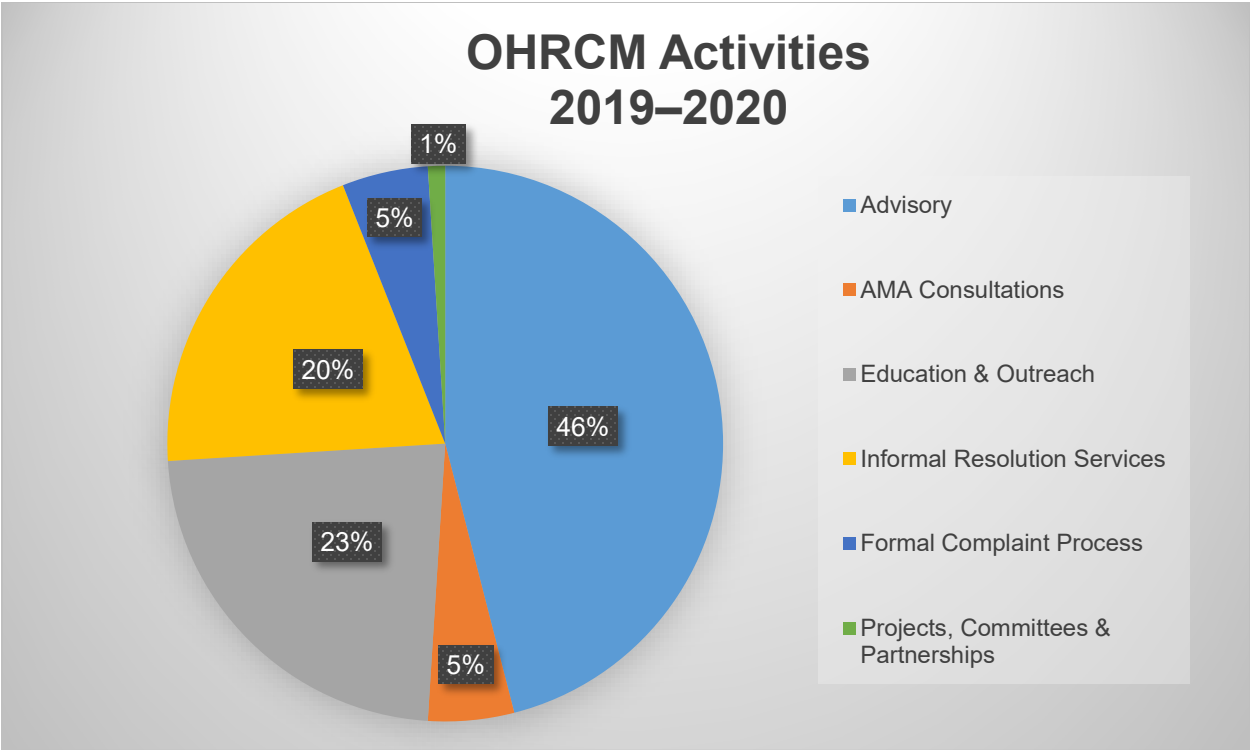


Figure 2: OHRCM Activities, 2019–2020

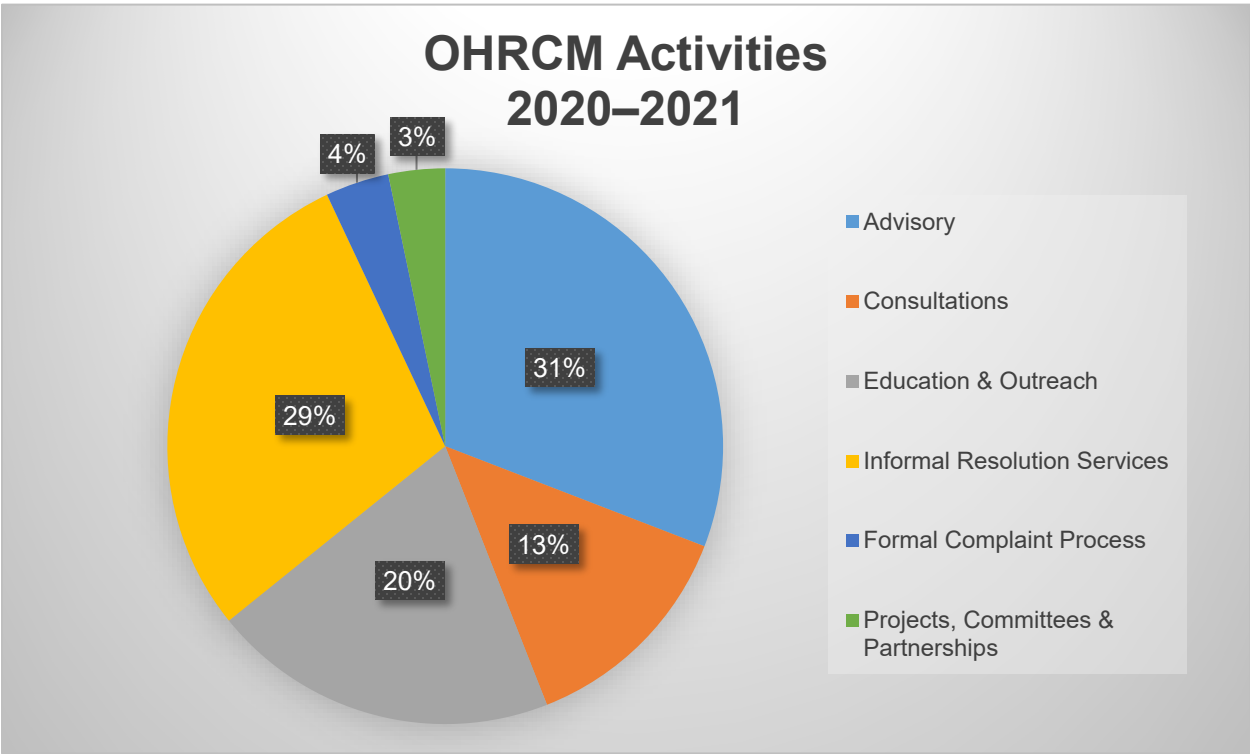


Figure 3: OHRCM Activities, 2020–2021

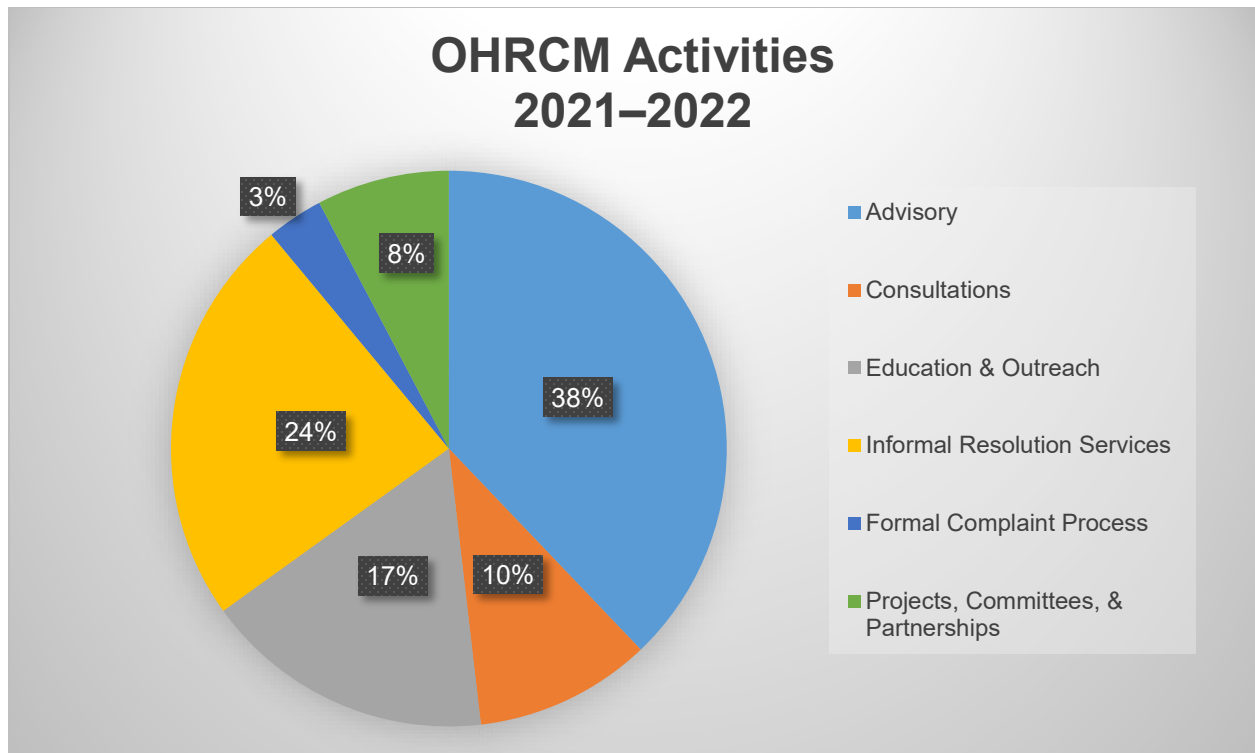


Figure 4: OHRCM Activities, 2021-2022

Informal and Formal Complaints

The OHRCM is a confidential office and works to be a safe space that is complainant driven; that is, as much as possible, the direction the complainant wishes to go with their issue (i.e., formal or informal complaint) is up to them.

Figure 5 depicts the number of formal and informal complaints processed by the OHRCM each fiscal year from 2019 to 2022. Overall, since the COVID-19 pandemic University closure in March 2020, formal complaints have remained lower than previous years. Informal complaints have also decreased during this time; however, as shown in Figures 3 and 4, in 2021-2022 the OHRCM saw an increase in advisory services (7% increase from 2020 to 2021) and project, committee, and partnership work (5% increase from 2020 to 2021).

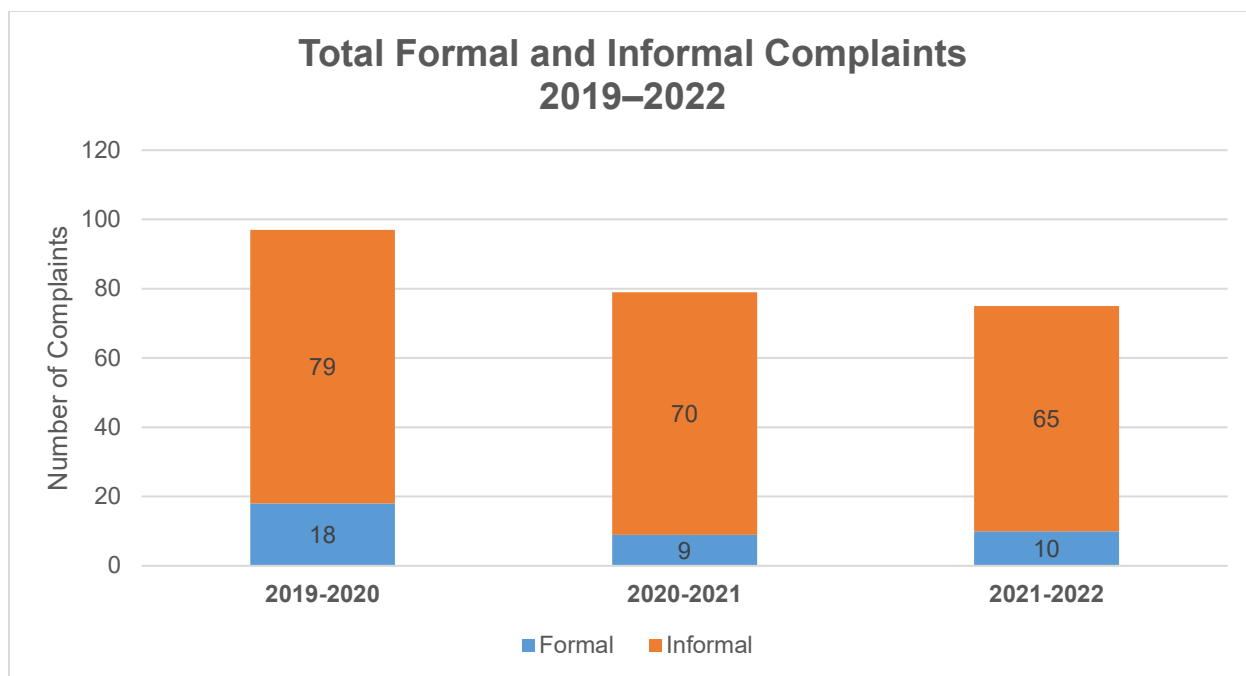


Figure 5: Total Formal and Informal Complaints, 2019–2022

Complaints of Prohibited Conduct

Any person, whether or not they are a member of the University community, may contact the OHRCM to raise a concern regarding discrimination, harassment, sexual violence, or reprisal, or to make a formal complaint. These forms of behaviour are considered prohibited conduct under the RWLE and SV policies.

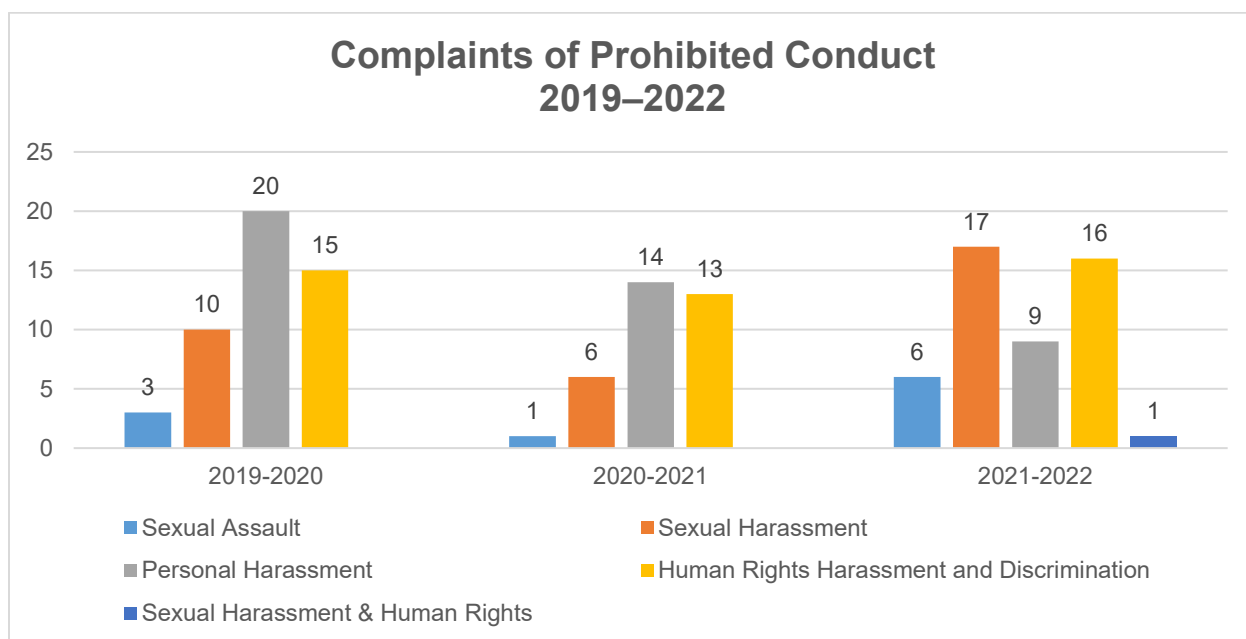


Figure 6: Complaints of Prohibited Conduct, 2019–2022

Figure 6 shows the number of complaints processed regarding all matters of prohibited conduct under the RWLE and SV policies from 2019 to 2022. Over the course of 2021–2022, 49 of the 75 complaints reported to the OHRCM were allegations of prohibited conduct under the RWLE and SV policies. Most of the complaints of prohibited conduct received by the OHRCM involved sexual harassment, followed by human rights-based harassment and discrimination, personal harassment, and sexual assault. One complaint included both sexual harassment and human rights-based harassment and discrimination.

OHRCM staff are constantly adapting their education strategies regarding prohibited conduct to align with the needs of the University community. For example, during the COVID-19 pandemic University closure, most workplace interactions occurred online. As a result of this new reality, education shifted to include the application of the RWLE and SV policies in online environments.

Formal Complaints

Figure 7 shows the total number of formal complaints processed by the OHRCM in the period spanning 2019–2022. During the 2021–2022 fiscal year, 10 of the 49 complaints of prohibited conduct were formal complaints.

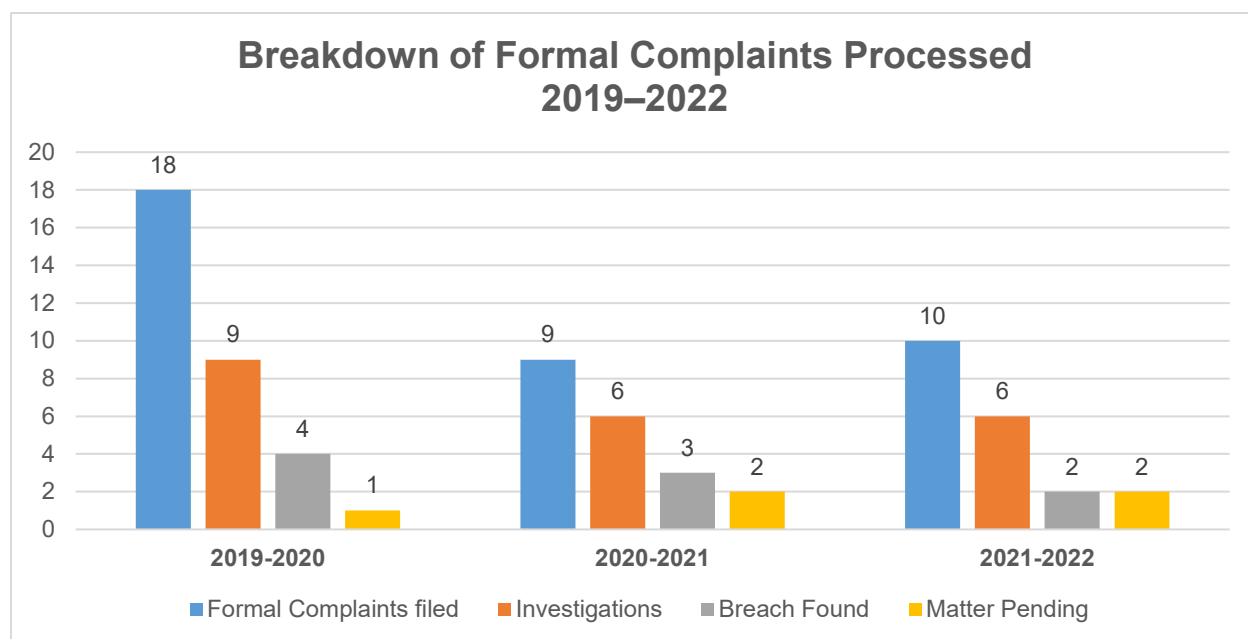


Figure 7: Breakdown of Formal Complaints Processed, 2019–2022

All 10 formal complaints were assessed within 30 working days of receipt. The breakdown of these complaints are as follows: one complaint transitioned to an informal resolution, three complaints were assessed not to proceed to an investigation, and six complaints proceeded to an investigation (note that three of these six complaints were carried forward from the 2020–2021 fiscal year). Of the six formal complaints that proceeded to

an investigation, a breach of the RWLE and/or SV policies was found in two complaints, no breach was found in two complaints, and decisions had not been rendered in two complaints.

Figure 8 shows the types of formal complaints processed in the 2021–2022 fiscal year, with the majority of complaints categorized as personal harassment (four). There were two formal complaints each of sexual assault, sexual harassment, and human rights-based discrimination.

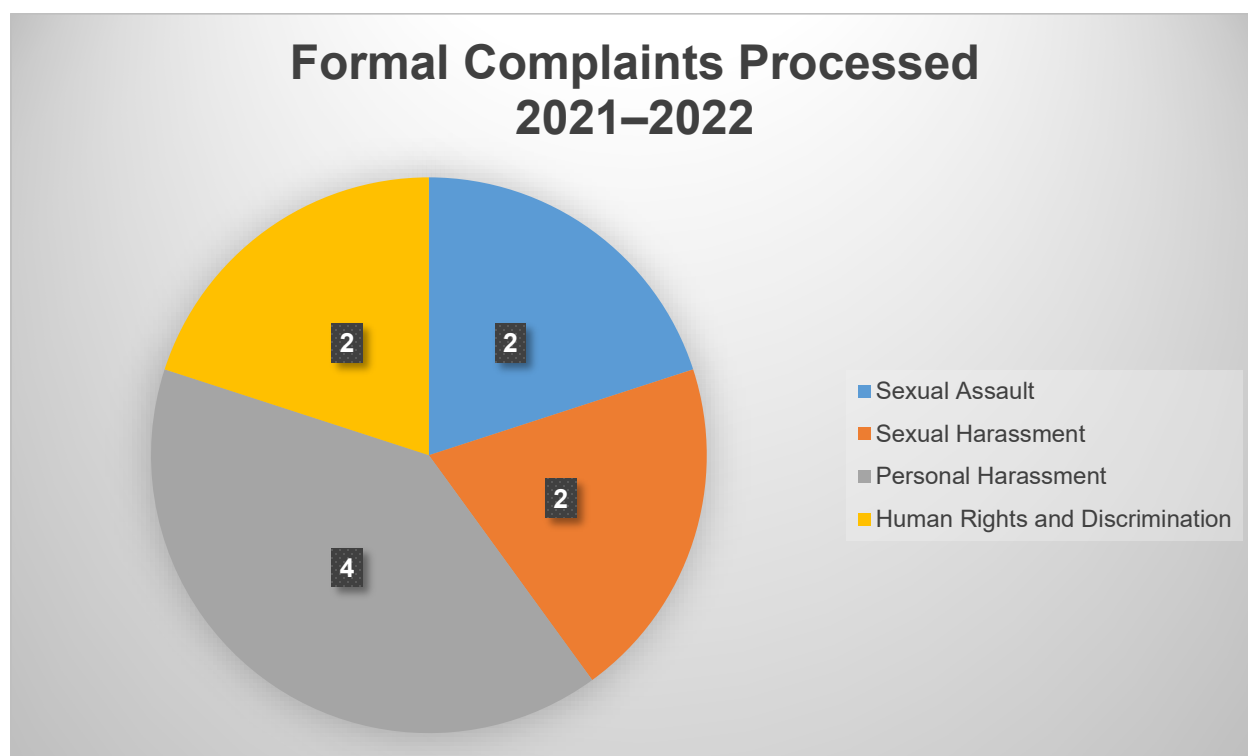


Figure 8: Formal Complaints Processed, 2021–2022

Formal complaints under investigation are normally completed within 90 working days of the complaint being assigned to an investigator. In some cases, the investigator may apply to the OHRCM for an extension of time of up to 30 working days. An investigator may make multiple applications for extensions, but extensions may only be granted if reasonable in the circumstances and at a maximum of 30 working days at a time. The OHRCM informs the complainant and respondent in writing of any extensions granted.

The OHRCM maintains a neutral and trauma-informed approach in addressing all matters. As a result, the majority of the formal investigations are completed by external investigators. In 2021–2022, five of the six formal complaints that proceeded to an investigation were conducted by external investigators.

For the 2021–2022 fiscal year, data regarding complainant and respondent roles was captured. Figure 9 shows that students represented the majority of complainants for formal complaints and faculty and staff represented the majority of respondents.

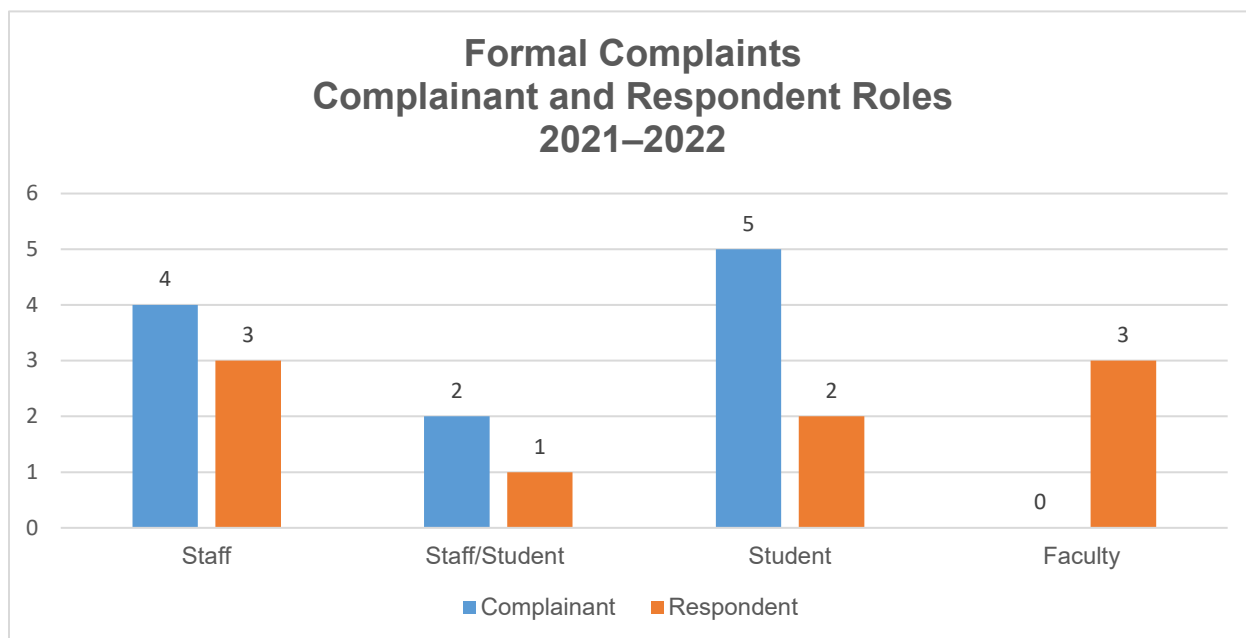


Figure 9: Formal Complaints, Complainant and Respondent Roles, 2021–2022

Informal Complaints

After the OHRCM has received a Disclosure or Formal Complaint, the University may, on its own initiative or at the request of the Complainant and/or the Respondent, explore proceeding by Informal Resolution. This process may occur before or during an Investigation.

-Disclosures and Complaints procedure, Section 2.24

Figure 10 shows the number of allegations of prohibited conduct under the RWLE and SV policies reported to the OHRCM that were addressed through an informal resolution process. During 2021–2022, 39 of the 49 complaints of prohibited conduct under the RWLE and SV policies reported to the OHRCM were addressed using an informal resolution process. Over the past three fiscal years, 2021–2022 has the highest number of alleged sexual harassment complaints addressed through an informal resolution process. During 2021–2022, complaints of alleged personal harassment were lower in comparison to previous years.

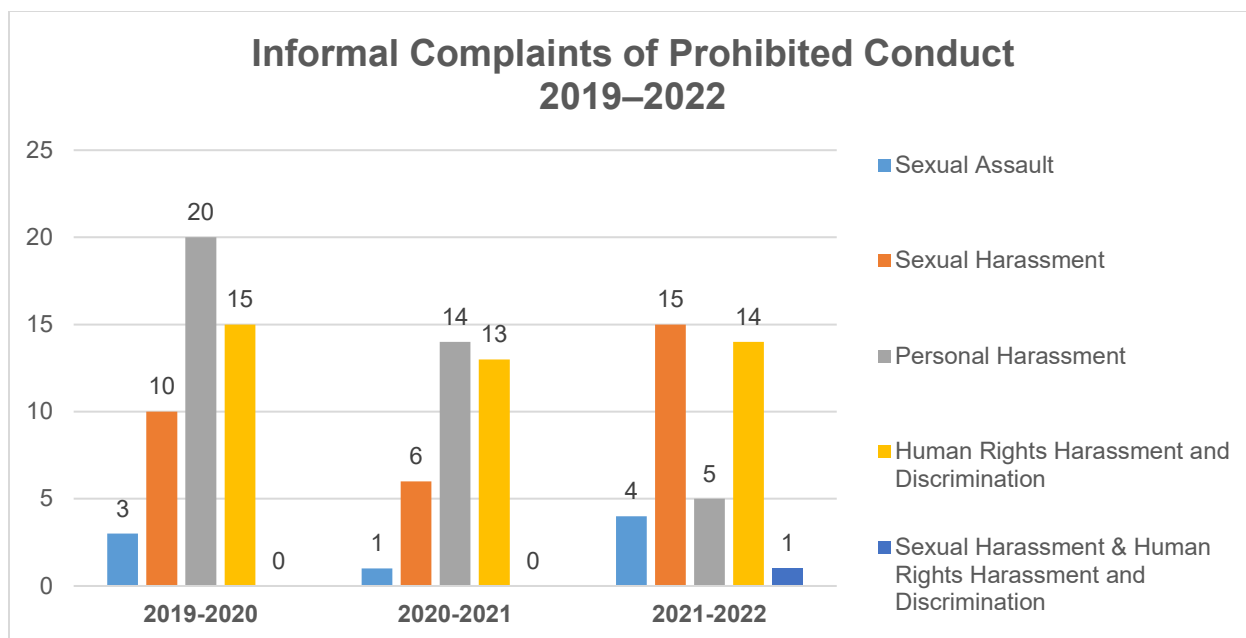


Figure 10: Informal Complaints of Prohibited Conduct, 2019–2022

The OHRCM continues to provide information to both complainants and respondents regarding the opportunities and resources available to facilitate informal resolution of an alleged breach.

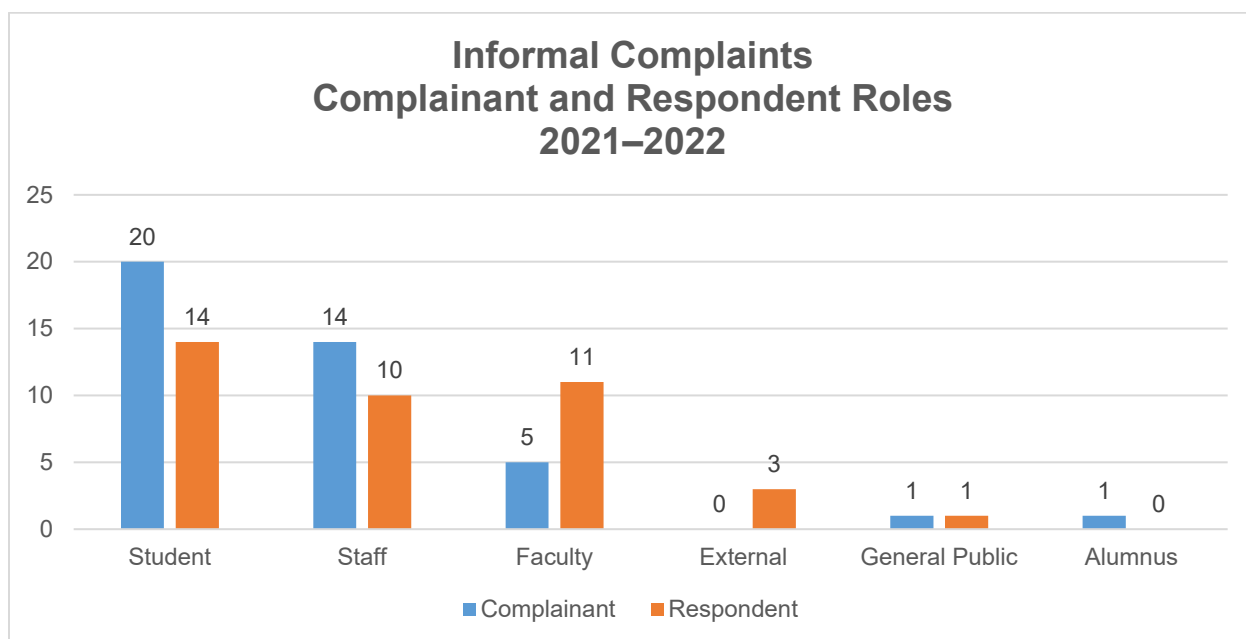


Figure 11: Informal Complaints, Complainant and Respondent Roles, 2021–2022

For the 2021–2022 fiscal year the OHRCM also collected data on the particular role/s of complainants and respondents (i.e., student, staff, faculty, etc.). Figure 11 shows that the majority of complainants and respondents were students, followed by staff, and then faculty.

Conflict Management Services

The OHRCM continues to provide the University of Manitoba with a wide range of conflict management options to address matters that may not be related to the RWLE and SV policies. In 2021–2022, the OHRCM conducted mediations, one-on-one coaching, and varied informal resolution processes to resolve and/or develop strategies to resolve conflict situations. Figure 12 displays the number of conflict management services performed during the 2021–2022 fiscal year (see Appendix C for a glossary of services).



Figure 12: Conflict Management Services Performed, 2021–2022

Informal resolution may include, but is not limited to, mediation or facilitated conversations, conflict coaching, apologies, impact statements or letters, expectation letters or agreements, or restorative justice processes.

Education, Outreach and Collaboration

Education is, according to the University of Manitoba’s mission and vision, a key element in promoting a safe and inclusive space for all its members. The OHRCM continues to play a key role in realizing this objective through a variety of educational activities, engaging students, faculty, staff, and community members in learning about human rights and conflict management strategies, sometimes in collaboration with different stakeholders as discussed below.

Activities in 2021–2022

The OHRCM has delivered educational presentations focused on the RWLE policy, SV policy and conflict management strategies. These presentations were delivered as part of student and staff orientations as well as interactive workshops and unit-specific presentations that engage members of the University community in thinking and learning about their rights and responsibilities under the RWLE/SV policies. These sessions also provide opportunities to build knowledge and

skills around conflict resolution and respectful communication. Most of this training is conducted by OHRCM staff. Increasingly, training is delivered in collaboration with key partners such as Learning and Organizational Development, Human Resources, Student Advocacy, Student Accessibility Services, the Faculty of Graduate Studies and the Centre for the Advancement of Teaching and Learning.

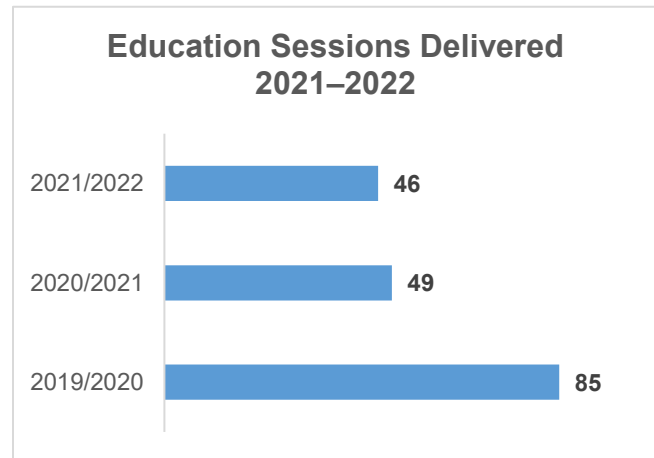


Figure 13: Education Sessions Delivered, 2021–2022

In the 2022–2021 fiscal year, the OHRCM delivered a total of 46 different educational sessions to over 3000 individuals within the University community, including students, faculty, and staff. The number of annual presentations delivered has declined substantially since 2019–2020 due to the COVID-19 pandemic but has stayed consistent over the last two fiscal years. It is expected that the number of education sessions will increase as more community members return to work and study on campus. Since 2020 most educational sessions have been held virtually.

Examples of presentations include standard 15- to 30-minute-long orientations for students, faculty, and staff, as well as customized workshops and seminars of one to three hours designed to meet specific learning needs and objectives.

For the last four years, the OHRCM has taken part in the delivery of the Responding to a Disclosure of Sexual Violence training offered to staff and faculty members. The training team includes representatives from Student Affairs, Student Residence, and Employee Health and Wellness. These sessions are well-attended and provide opportunities for practice and group discussion.

Student Educators

The OHRCM continues to be committed to building relationships with all community members to ensure we are accessible, inclusive, and culturally responsive in our outreach and education delivery.

In September 2021, the OHRCM recruited two UM graduate students in Student Educator roles. These positions were created in response to the Winter 2021 Student Educator Pilot project and Student Educators' recommendation to continue utilizing a peer-to-peer approach to engage and disseminate information regarding OHRCM services and policies.

The Student Educators' key objectives were to:

- reach out to the University student community (including student groups and organizations on UM campuses) and provide education on the RWLE and SV policies and the *Disclosures and Complaints Procedure*; and
- help the OHRCM identify gaps/barriers in education delivery to students and work together to develop solutions from a student-focused and equity lens.

The Student Educators engaged approximately 112 UM student-led clubs and completed four presentations, all of which were held virtually. Students who attended these sessions provided the following feedback:

1. In general, students were not aware of the OHRCM. While they had an idea that such an office likely existed, they did not know about the OHRCM's policies or procedure or how to seek assistance. After debriefing with the presenters, most students indicated that they were more aware of the OHRCM and would tell others about the office.
2. Contacting students and student groups was difficult, which was due in part to the pandemic. With everything online, some students noted that they were exhausted by online classes and using screens to communicate with others.
3. The OHRCM could develop some mandatory modules in UM Learn for students (e.g., Modules regarding OHRCM policy).
4. Many courses have group activities, and sometimes there is conflict. Student Educators could reach out to departments and ask them to encourage their instructors to have one day in their schedule for their class to be coached on teamwork and conflict management.

Overall, the Student Educators recommended continued peer-to-peer outreach to the UM student community. They also echoed the 2021 Student Educators Pilot recommendation for the OHRCM to create a social media presence.

"Everyone is online. The OHRCM needs to build a social media presence, strategize a plan, list of campaigns, and work on them."

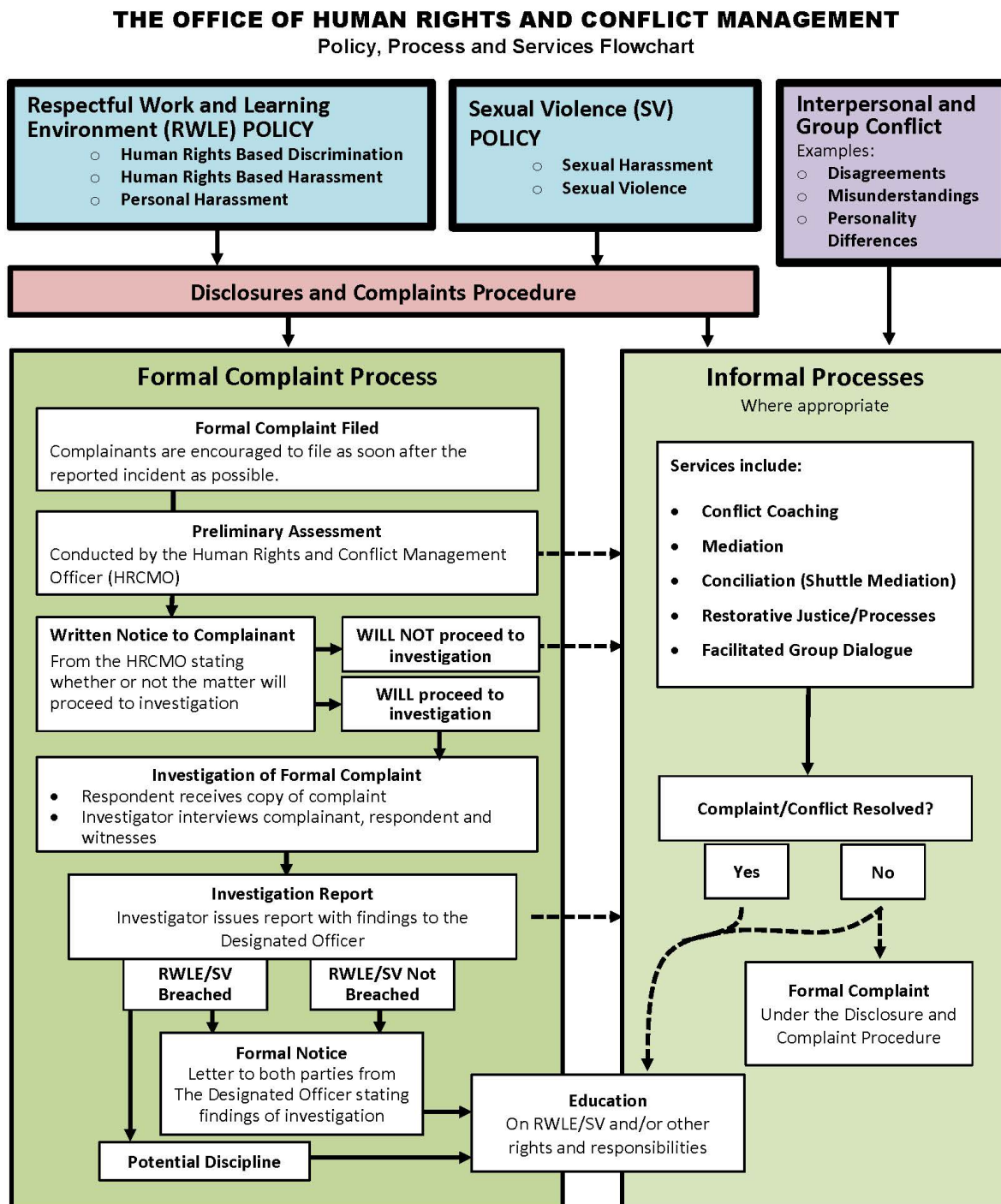
-OHRCM Student Educators Final Report, 2022

Committee and Partnerships Work

OHRCM staff were involved on the following committees during the 2020–2021 reporting year:

- *Accessibility Audit Committee*
- *Co-Chair, Advisory Committee on Intimate Relationships*
- *Co-Chair, Advisory Committee on Mandatory Reporting*
- *Co-Chair, AMA Steering Committee*
- *Co-Chair, Conflict of Interest Advisory Committee*
- *Indigenous Connect*
- *Indigenous Senior Leadership Committee*
 - *Lead, Priority 4 (Supportive Environment for Indigenous Students, Faculty, Staff and Guests)*
- *Manitoba Accessibility Advisory Network*
- *Mental Health First Aid UM Community of Practice*
- *Path Forward Implementation Committee*
- *Prevention of Learner Mistreatment Policy Review Committee*
- *Rady College of Medicine Professionalism Sub-committee on Admissions*
- *RWLE/SV Policy Review Committee*
- *Sexual Assault and Violence Steering Committee (Formerly the Sexual Assault Working Group)*
 - *Sexual Assault Response Guide Sub-Committee*
- *UM, EDI Community of Practice*
- *University of Manitoba Black Alliance*

Appendix A: Complaint Process



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Figure 14: OHRCM Policy, Process and Services Flowchart

Appendix B: Definitions of Prohibited Conduct

Human Rights-Based Discrimination and Harassment

Human rights-based discrimination and harassment are prohibited under *The Human Rights Code* (Manitoba) (the “Code”) and the University’s RWLE policy.

Human rights-based discrimination is differential treatment, whether intentional or not, of individuals or groups based on the protected characteristics set out in the Code and the University of Manitoba’s RWLE policy. Failure to provide reasonable accommodations based on the protected characteristics is also considered to be a breach of the Code. These characteristics include:

ancestry, nationality or national origin, ethnic background or origin, religion or creed, age, sex, including pregnancy, gender identity, sexual orientation, marital or family status, source of income, political belief, association or activity, physical or mental disability and social disadvantage.

Discrimination imposes burdens on, or denies opportunities to, individuals or groups and is unfair because it is not based on actual academic or job performance, or any other form of competence. Instead, it is based on the assumption that a particular individual shares attributes, usually negative, stereotypically associated with a group to which they are perceived to belong.

Human rights-based harassment is prohibited under the Code and the University’s RWLE policy. Human rights-based harassment is either one severe single incident, or a series of incidents, of objectionable and unwelcome comments or actions, based on any of the characteristics protected in the Code and the University of Manitoba’s RWLE policy, directed towards a specific target which serves no legitimate work or academic related purpose and has the effect of creating an intimidating, humiliating, hostile or offensive environment.

Sexual Harassment

Sexual harassment is prohibited under the Code and the University’s RWLE policy. Sexual harassment is a form of human rights-based harassment and refers to a course of objectionable and unwelcome conduct or comments undertaken or made on the basis of the protected characteristics: sex (including sex-defined characteristics) gender identity, and/or sexual orientation. Sexual harassment includes but is not limited to:

- i. Unwanted sexual attention, including persistent invitations for dates, by a person who knows or ought reasonably to know that such attention is unwanted or unwelcome;

- ii. Gender-based abusive or unwelcome conduct or comments that would objectively have the effect of creating an intimidating, humiliating, hostile or offensive work or learning environment;
- iii. Sexist jokes or remarks, including comments regarding a person's appearance or clothing;
- iv. Leering, ogling, or other sexually oriented gestures;
- v. Questions about a person's sexual history, sexuality, sexual orientation, or sexual identity by a person who knows or ought reasonably to know that the questions are unwanted or unwelcome;
- vi. Offensive physical contact by a person who knows or ought reasonably to know that the contact is unwanted or unwelcome;
- vii. A single sexual solicitation or advance or a series of solicitations or advances made by a person who is in a position to confer any benefit on or deny any benefit to the recipient, and who knows or ought reasonably to know that the solicitation or advance was unwanted or unwelcome; or
- viii. A reprisal for rejecting a sexual solicitation or advance.

Personal Harassment

Personal harassment is prohibited under the Workplace Safety and Health Regulation of Manitoba and the University's RWLE policy. Personal harassment is either one severe incident, or a series of incidents, of objectionable and unwelcome comments or actions directed towards a specific target that serve no legitimate work or academic related purpose and have the effect of creating an intimidating, humiliating, hostile or offensive environment. Examples of personal harassment include repeated or continuous incidents of yelling, screaming or name calling, repeated or continuous threats to terminate employment or contracts for reasons unrelated to performance, repeated or continuous threats to withdraw funding, scholarships or advancement opportunities for reasons unrelated to performance.

Sexual Violence

All forms of sexual violence are prohibited conduct under the Sexual Violence Awareness and Prevention Act of Manitoba the SV policy. Sexual violence means any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, and includes, but is not limited to, sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation. Sexual violence can occur in many contexts, including in person, in writing, online, on social media, through digital communication or via other technology.

Appendix C: Glossary of Terms

Formal Complaint

A formal complaint should be done in writing and should contain, at minimum, the following information: (i) the name of the complainant and contact information for the complainant; (ii) a description of the alleged breach; (iii) the approximate date of the alleged breach, being within one year from the date of the most recent alleged incident unless, in the discretion of the Human Rights and Conflict Management Officer, extenuating circumstances would warrant an extension of time; (iv) the name of the respondent; (v) contact information for the respondent, if known; (vi) an indication that the complainant desires the complaint to be the subject of an investigation; and (vii) the complainant's signature.

Investigations

If an investigation is found to be warranted, the Human Rights and Conflict Management Officer will arrange for the appointment of an investigator. Having regard to the seriousness and nature of the formal complaint, the Human Rights and Conflict Management Officer may appoint either an employee of the University or an external consultant to act as the investigator for a particular complaint, provided that the investigator: a) has skills and/or experience desirable in the circumstances; b) would be able to conduct the investigation in an unbiased manner; and c) would not be placed in a conflict of interest.

Breach

A breach refers to any conduct, behaviour, action or omission that is prohibited under the RWLE policy, the SV policy, or the *Disclosures and Complaints Procedure*, including but not limited to, discrimination, harassment, sexual violence, and reprisals.

Informal Resolution

Informal resolution may include, but is not limited to, a restorative justice process, mediation or facilitated conversation between the participants, conflict coaching, an apology, a recognition of impact statement or letter, or an expectation letter or agreement.

Mediation

Mediation involves bringing together all parties in a conflict for a face-to-face meeting to discuss the situation and try to develop a plan for moving forward that is acceptable to everyone involved.

One-on-One Coaching

One-on-one coaching involves specific preparation for difficult conversations, managing responses to conflict, and more general coaching on communication skills and conflict styles.