

PURPOSE

This policy outlines the procedure should an employee, volunteer, client or member of the public wish to file a complaint with PADS. The complaint can be with respect to:

- bullying and harassment;
- discrimination;
- workplace health and safety;
- or conduct in public (i.e. treatment of dog, etc)

SCOPE

All PADS employees, volunteers, clients or members

PROCEDURE

INFORMAL CONVERSATIONS

Employees, volunteers and clients are encouraged to speak to either their direct supervisor/manager or primary point of contact (i.e. trainer) for help in handling workplace interactions that are adversely affecting their work at PADS.

Supervisor/managers and employees are required to seek assistance as quickly as possible in order to resolve conflicts they have encountered in workplace interactions.

When a conflict arises, it is best to speak directly with the person involved rather than to involve other employees, to minimize its effect on others. If that is not practical, an employee or volunteer should ask the direct supervisor/manager for tools and strategies to handle and resolve conflicts in interactions. A meeting with all parties present, including Human Resources and/or Executive Director, can be held if it proves necessary to resolving the conflict.

WHEN INFORMAL DISCUSSIONS FAIL TO RESOLVE CONFLICT

The person who complains about conflict (the “Complainant”) may contact:

EMPLOYEES

1. The manager of the staff person involved in the conflict
2. Should the conflict not be resolved at the management level, the employee is advised to contact Human Resources to submit a formal complaint (hr@pads.ca)

Human Resources will review the complaint and consult appropriate stakeholders to determine if a formal conflict resolution, investigation, or other process is appropriate to address and/or resolve the complaint.

A formal conflict resolution process should follow the steps below. Documenting the steps that are taken, and their outcome are essential.

Human Resources is responsible for leading, on PADS' behalf, all formal meetings with the supervisor/manager, the Complainant and the PADS employee or volunteer who is being complained about (the "Respondent"). One or more meetings with the Complainant and Respondent will be held, to:

- provide the opportunity for them to provide relevant facts and perspective in response to concerns that are being raised;
- obtain and discuss as much information as possible about the issue;
- identify clearly communicated expectations that had been given to both parties; and
- find ways from that discussion to resolve the conflict.

Human Resources will deliver to both the Complainant and Respondent a statement of findings and recommendations. However, the statement of findings is not required to include any disciplinary action which PADS initiates with either party.

CLIENTS

If the client is unable to resolve the issue with the individual, they should email communications@pads.ca with full information as to the nature of the complaint and steps taken to date.

This email will be reviewed by the Executive Director (or the Communications Manager in their absence) and a formal complaint file will be opened and assigned to the appropriate manager/the executive director based on who the "Respondent" (the individual being complained about) reports to.

The assigned member of the leadership team will review the complaint and consult appropriate stakeholders to determine if a formal conflict resolution, investigation, or other process is appropriate to address and/or resolve the complaint.

A formal conflict resolution process should follow the steps below. Documenting the steps that are taken, and their outcome are essential.

The Executive Director is responsible for leading, on PADS' behalf, all formal meetings with the supervisor/manager, the Complainant and the Respondent. One or more meetings with the Complainant and Respondent will be held, to:

- provide the opportunity for them to provide relevant facts and perspective in response to concerns that are being raised;
- obtain and discuss as much information as possible about the issue;
- identify clearly communicated expectations that had been given to both parties; and
- find ways from that discussion to resolve the conflict.

The Executive Director will deliver to both the Complainant and Respondent a statement of findings and recommendations. However, the statement of findings is not required to include any disciplinary action which PADS initiates with either party.

VOLUNTEERS / THE PUBLIC

If a volunteer (or member of the public) is unable to resolve the issue directly with the individual, they should email communications@pads.ca with full information as to the nature of the complaint and steps taken to date. Note if the complaint is received through a front line communication channel (i.e. website, main phone line) reception should forward the complaint to communications@pads.ca.

This email will be reviewed by the Communications Manager (or the Executive Director in their absence) and a formal complaint file will be opened and assigned to the appropriate manager/the executive director based on who the "Respondent" (the individual being complained about) reports to.

The assigned member of the leadership team will review the complaint and consult appropriate stakeholders to determine if a formal conflict resolution, investigation, or other process is appropriate to address and/or resolve the complaint.

A formal conflict resolution process should follow the steps below. Documenting the steps that are taken, and their outcome are essential.

The Communications Manager is responsible for leading, on PADS' behalf, all formal meetings with the supervisor/manager, the Complainant and the Respondent. One or more meetings with the Complainant and Respondent will be held, to:

- provide the opportunity for them to provide relevant facts and perspective in response to concerns that are being raised;

- obtain and discuss as much information as possible about the issue;
- identify clearly communicated expectations that had been given to both parties; and
- find ways from that discussion to resolve the conflict.

The Communications Manager will deliver to both the Complainant and Respondent a statement of findings and recommendations. However, the statement of findings is not required to include any disciplinary action which PADS initiates with either party.

ESCALATION TO PADS BOARD

If the Complainant is not satisfied with the results of the conflict resolution process, the Complainant may bring a written statement of concerns to the Board of Directors, to the attention of the President.

The President will review the written record and meet with the Complainant, Respondent, the Executive Director, as well as with a committee of the HR Board of Directors Contact or Committee members if it will improve the chances of resolving this conflict. Within 30 calendar days of receiving the appeal, the President will deliver, to all of these parties, written recommendations.

MEDIATION

The Chair, in consultation with the Board of Directors, may recommend that a mediator be used to assist in resolving the conflict.

- The Chair will be responsible for selecting a mediator and will do so within 14 calendar days after the PADS Chair recommends that a mediator be used.
- Within 14 days after a mediator is chosen, PADS, the Complainant and Respondent will submit a written statement identifying the issues that are in conflict.
- The mediator will meet with PADS, the Complainant, and the Respondent within 21 calendar days of receiving all of their respective statements.
- The mediator will engage best efforts to assist PADS, the Complainant and Respondent to resolve the conflict.
- If the parties do not reach resolution through the mediator's assistance, the mediator will make a written recommendation for settlement of the issues, keeping in mind the financial position of all parties. Recommendations for settlement are binding on PADS, the Complainant nor Respondent.