

## Complaints Resolution Process

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### Purpose

Community Living Grimsby, Lincoln, and West Lincoln (the Agency) is committed to fostering a respectful, collaborative environment where all staff, students, and volunteers feel supported. While conflicts may arise from time to time, our goal is to resolve them ethically, professionally, and in a manner that is fair and equitable to all parties involved.

We encourage open communication and collaboration as the foundation for resolving conflicts. Where appropriate, People & Culture may be involved at any stage of the process to support effective resolution. However, the agency reserves the right to adapt the approach based on the specifics of each situation, ensuring the best possible outcome.

### Procedure

#### Step 1: Collaborative Self-Resolution

When a conflict arises between staff, volunteers, or students, we encourage the individuals involved to engage in direct dialogue with the goal of resolving the issue collaboratively. Open and constructive conversations should be the first step in achieving resolution without the need for formal escalation.

- **Timeframe:** If the issue is not resolved within 10 working days, either party may move to the next step.
- **People & Culture Support:** If at any point during this process either party feels that additional guidance is needed, People & Culture can be consulted for support and advice, even at this early stage.

#### Step 2: Manager Involvement

If the conflict remains unresolved through self-resolution, the matter should be brought to the attention of the relevant Manager.

- **Action:** Concerns may be submitted verbally or in writing using the "Complaint/Feedback Form," available on the P Drive.
- **Meeting:** The Manager will arrange a meeting within 10 working days of receiving the complaint. The individual raising the concern may request a support person to attend this meeting. This individual is present for note-taking and support only and will not participate in the discussion.
- **People & Culture Support:** People & Culture may also be invited to participate in this discussion to offer additional guidance and help navigate the resolution process.

#### Step 3: Program Director Consultation

Should the issue remain unresolved after Manager involvement, the individual may escalate the concern to the Program Director.

- **Action:** The individual will submit their concerns in writing to the Program Director, with a copy to the Supervisor/Coordinator.
- **Meeting:** The Program Director will arrange a meeting within 10 working days. People & Culture may be involved in this step as well, depending on the complexity of the issue and the needs of the parties involved.
- **Further Resolution:** If the issue is still unresolved after 10 working days, the individual may move to the next step.

#### **Step 4: People & Culture Involvement**

At this stage, formal People & Culture involvement is required. The Program Director will coordinate a meeting with People & Culture to address the unresolved concerns.

- **Action:** The individual will submit a written request to proceed to this stage, with People & Culture scheduling a meeting within 10 working days.
- **Meeting:** The individual may request a support person to attend for note-taking purposes, as in previous steps.

#### **Step 5: Executive Director Review**

If the issue remains unresolved following People & Culture's involvement, it will be escalated to the Executive Director.

- **Action:** The individual submits written concerns to the Executive Director, with copies to People & Culture and the Program Director.
- **Meeting:** A meeting will be scheduled within 10 working days to discuss the concern, with the final decision issued in writing within 10 working days after the meeting. This decision is final.
- **Agency Discretion:** The Executive Director reserves the right to consult with the Board of Directors if necessary, ensuring that the best course of action is taken based on the situation.

#### **Step 6: Chair of the Board of Directors**

In the rare instance that the conflict involves the Executive Director and remains unresolved, the complaint may be submitted to the Chair of the Board of Directors.

- **Action:** The individual will submit their concerns in writing, which will be forwarded to the Chair of the Board by the Executive Director.
- **Decision:** The Chair of the Board has 15 working days to investigate and deliver a written decision, which will be final.

#### **General Guidelines:**

While the steps outlined above represent the ideal approach for resolving conflicts within the agency, we recognize that each situation is unique. Therefore, the agency reserves the right to adapt this process and involve People & Culture or other stakeholders at any stage, depending on what is deemed most appropriate for the situation. Our priority is to ensure that every issue is addressed in a fair, respectful, and effective manner.