

COMPLAINT RESOLUTION GUIDELINES

Issued on Authority of the President Eastern Shore Ground Search and Rescue Team

OPI: Vice President and ESGSAR's Bylaw Review Committee

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INTRODUCTION

The President and leadership within ESGSAR Team have obligations, responsibilities, and accountability to provide a conflict-free workplace and supportive work environment. These procedural guidelines are issued in support of those responsibilities.

ESGSAR affirms that a work environment that fosters teamwork and encourages individuals to contribute their best effort in order to achieve our ground search and rescue objectives is essential. Mutual trust, support and respect for the dignity and rights of every person are essential characteristics of this environment.

Conflicts and Harassment left unaddressed can erode mutual confidence and respect for individuals and can lead to a poisoned work environment. As a result, operational effectiveness, productivity, team cohesion and morale are placed at risk.

RESPECTFUL WORKPLACE POLICY

ESGSAR is committed to providing a respectful workplace by promoting the prevention and prompt resolution of complaint. All Members have the right to be treated fairly, respectfully and with dignity and they have the responsibility to treat others in the same manner.

RESPONSIBILITIES AND RIGHTS UNDER THE RESPECTFUL WORKPLACE POLICY

Leaders and supervisors have a particular responsibility for creating and maintaining a positive workplace and for responding quickly to problems that arise. Standard leadership responsibilities, accountability, and actions in dealing with issues as they arise are the best means to engender a positive working environment.

The following Complaint Resolution Policy and Procedures are not intended to alter these leadership responsibilities and accountabilities, but to provide structure when an issue is not resolved in the routine of standard leadership action, and one or more parties require more formal address to a complaint.

COMPLAINT RESOLUTION POLICY

Every individual in ESGSAR has a right to have any complaint dealt with in an expeditious, impartial, and sensitive manner and without fear of retaliation. However, this right should not interfere with, or restrict in any way, supervisors exercising their responsibilities to maintain order and discipline.

When a 3rd party is involved in any conflict resolution scenario (whereby the Complainant, or Respondent requests that 3rd party become involved to resolve the conflict)—and the particular conflict is considered to be resolved by both the Complainant and Respondent—that 3rd party is responsible to provide a brief to the President in writing. The brief shall identify the date and time that the 3rd party came to know of the conflict, the names of both the Complainant and Respondent, a short summary of the issue resolved, and a statement that the conflict was resolved to the satisfaction of both parties.

RESPONSIBILITIES UNDER THE COMPLAINT RESOLUTION POLICY

Supervisors and leaders are required to perform the normal functions associated with their responsibilities, such as the assignment of work to Committee members, assignment of task to search teams, and the provision of direction and advice while executing a task.

It is the responsibility of all those involved in the processing of a complaint to ensure that a person does not suffer any prejudice, recriminations, or embarrassment as a result of submitting a complaint. Retaliation against any individual for reporting harassment shall not be permitted or tolerated. This prohibition extends to retaliation against those individuals who give testimony as witnesses, assist the Complainant or Respondent, or assist in an investigation. Anyone who engages in such retaliation may be subject to disciplinary or administration action.

DEFINITIONS

- a. "ABUSE OF AUTHORITY" is constituted by the misuse of power or authority inherent in an individual's position for the purpose of harassment;
- b. "AUTHORITY" person, or persons, tasked with addressing a formal complaint;
- c. "COMPLAINANT" is a Member, or community member, who submits a complaint;
- d. "COMPLAINT" is a written statement submitted to the authority identified in these guidelines
- e. "CONFLICT" is defined simply as an extended struggle, fight, battle; and/or a clashing of sharp disagreement (as between ideas, interests, or purposes);
- f. "HARASSMENT" as identified under the Canadian Human Rights Act and the Nova Scotia Human Rights Act means to engage in a course of vexatious conduct or comment that is known or ought reasonably to be known to be unwelcome;
 - ESGSAR furthermore recognizes "HARASSMENT" as any improper conduct by an individual that is directed at and offensive to another person or persons in the workplace and which the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles or causes personal humiliation or embarrassment, or any act of intimidation or threat;
- g. "INVESTIGATION" is an examination of the circumstances surrounding a situation, event, incident, occurrence, issue, matter, or complaint conducted by an Investigator or a team of Investigators to determine all relevant factors and circumstances that will assist the Authority in making a reasonable decision;
- h. "RESPONDENT" is a Member against whom a complaint has been levied;
- i. "SITUATIONAL ASSESSMENT" is a preliminary review of a complaint to determine an appropriate course of action;
- j. "STANDARD LEADERSHIP" includes conduct involving the proper exercise of responsibilities or authority related to the provision of advice, the assignment of work, counselling, performance evaluation, discipline, and other supervisory/leadership. It is the proper exercise of responsibilities or authority related to situations where, by virtue of appointment, an individual has authority over another individual.
 - While standard leadership conduct does *not* in and of itself constitute harassment, abuse of that inherent authority may;
- k. "WORKPLACE" as concerns ESGSAR activities, and for the purpose of this document, includes the physical hall location and the greater work environment such as Search sites and places where ESGSAR work relationships exist, including during functions and other activities.

APPLICATION OF THESE GUIDELINES, POLICIES, AND PROCEDURES

Any Member can submit a complaint. To ensure fairness to the parties and the best interest of the Team, a complaint:

- a. Must be made within one year of the occurrence of the last incidence on which the complaint is based; or,
- b. Within a longer period, such as considered appropriate by the President under the circumstances.
 - In a situation where a Complainant identifies the President as the Respondent, or the President them-self is the Complainant, the Vice President would make this determination of timeliness.

Notwithstanding the above, complaints against current Team Members, from individuals other than Team Members, may be treated in accordance with the spirit and principles of these guidelines.

COMPLAINT PREVENTION

General:

Sound leadership at all levels is essential to the creation and maintenance of a supportive workplace and an environment conducive to preventing the need for complaint. All persons in the Team should be aware of the evolution of our workplace within society, as seen in its increased cultural richness and changing norms.

All Team Members also have a responsibility to deal with interpersonal issues/conflict as soon as they arise.

One of the most important factors in preventing the need for and/or dealing with complaint, is the development and maintenance of a positive and supportive ethical climate. The ideal organizational foundation is one of respect for the rights and dignity of others. Creating this ethical foundation is a direct obligation of ESGSAR leadership.

Workplace Conflict and Harassment:

ESGSAR recognizes that conflict occurs in the workplace from time-to-time. Workplace conflict can severely damage morale and lead to a negative work environment that affects individual well-being and Team effectiveness. To re-establish positive working relationships, this type of situation must be promptly addressed and resolved.

Conflict in the workplace can range from minor verbal disagreements to extreme behaviours such as yelling and shouting, threats, and even physical assault. It can result from personality differences or from a lack of communication skills, including the inability to understand different points of view.

Conflict and harassment are not synonymous terms. Workplace conflict and harassment may exist independently, together, or one can lead to the other. The exact nature of each situation will depend upon its own facts and circumstances. Harassment and workplace conflict are serious and must be addressed to improve the working environment. Therefore, a concerted effort shall be made to promptly address all issues of conflict and/or harassment.

Education and Training:

Effective methods of preventing conflict, harassment and the necessity of complaint include education and training. Sensitivity and awareness education of all Members through orientation and information sessions and the use of continual reminders such as during Team meetings, and training is important.

Supervisor's Role:

Supervisors have a critical role to play in fostering the positive work environment that ESGSAR requires. Specifically including:

- a. providing an example of appropriate workplace behaviour;
- b. taking prompt action to correct any inappropriate behaviour before it becomes a problem; and
- c. intervening in alleged harassment and/or conflict situations at an early stage.

ALTERNATIVE DISPUTE RESOLUTION (ADR)

General:

It is well recognized that early resolution and/or use of ADR techniques usually provide for speedier and more satisfying resolution to conflict situations in general and harassment situations. ESGSAR has therefore made a conscious decision to include these mechanisms in its culture and leadership philosophy. In concert with this philosophy, ESGSAR has decided to make serious consideration of these techniques and offer their usage, unless there are compelling reasons not to do so, one of the first steps in the resolution of any complaint situation.

Team Members who decide on their own, or request assistance of their chain of command to resolve a situation using ADR methods, are either: trying to solve the problem on their own through self-help methods; or enlisting the help of the chain of command.

Attempting to resolve an issue using ADR methods, does not by the complainant's participation alone, negate the opportunity to escalate to a formal Complaint Resolution scenario if the results of the ADR attempt(s) do not result in resolution of the issue.

Self-help:

Early resolution of any complaint situation at the most appropriate level is strongly encouraged. Individuals who experience perceived complaint situations are strongly encouraged to take direct action by communicating with the potential respondent at the earliest time possible. Situations that involve interpretation of interpersonal communications or matters requiring some clarification between persons may be quickly and effectively resolved if the parties take the opportunity to communicate with each other in a confidential setting.

If verbal communication is not possible, the potential complainant may then choose to communicate dissatisfaction or concern to the potential respondent in writing. Such communication should describe the incident(s) by relating facts, not judgements and relate the impact of the situation experienced by the potential complainant. The letter should mention the conduct expected (i.e., "I would like this behaviour to stop"). If possible, the letter should be delivered in person and a copy kept by the potential complainant.

Persons using the self-help process should keep a record of all the incidents and of the way in which they were handled. This record will help the accurate recollection of events and how they were managed over time.

Team Chain of Command Intervention:

If self-help is unsuccessful or inappropriate, then help in resolving the situation using some other ADR method may be sought from the potential complainant's immediate supervisor, or someone higher in the Team chain of command structure, if the potential respondent is the immediate supervisor.

In dealing with complaint situations, supervisors are encouraged to seek the services of any Members with experience in responding to or administering complaints, without disclosing the identities of the Complainant or Respondent.

Supervisors can be instrumental in the resolution of alleged complaint situations because of their considerable leadership/managerial experience and their knowledge of the parties.

Supervisors' ongoing responsibilities provide the following opportunities for coaching aimed at behavioural change:

- a. Assisting parties in conflict with the identification of the issues and problem-solving approaches;
- b. Assisting with the development of a resolution plan; and,
- c. Initiating Team development activities.

These three processes constitute the main supervisory tools for effective intervention. Supervisory actions may also include initiating dialogue among other supervisors or planning the presentation of an awareness session in the workplace on acceptable workplace behaviours.

MEDIATION

Mediation is a voluntary process in which an impartial third party, the mediator, facilitates communication between parties and assists them to reach, on their own, a mutually acceptable resolution to a dispute.

The use of mediation to resolve harassment situations is strongly encouraged, even after a traditional investigation has been initiated. The decision to participate in a mediation process requires that both parties sign an Agreement to Mediate prior to mediation and the Minutes of Settlement at the end of the process. Mediation is a voluntary process and can be terminated by either of the parties at any time.

Mediators:

Once the parties have agreed to mediation, a mutually agreeable mediator will be provided as soon as possible.

The role of the mediator involves keeping the channels of communication open, helping the parties express their needs, identifying issues that need to be addressed and facilitating problem solving.

In some cases, the use of co-mediation or mediation teams is appropriate. Co-mediation occurs when two mediators, often of different gender, culture, professional backgrounds, or skills, work together to help negotiations between the parties in conflict. This team approach works best when there are many parties involved, the issues are complex, or when it is important to recognize gender, racial or cultural differences in order to inspire confidence in the mediation process.

Supervisors are not normally in a position to mediate a situation involving their own subordinates (or other persons as applicable) due to the requirement of neutrality in the third-party mediator role, and the necessary absence of bias, real or perceived.

Other Interested Parties:

Usually, it is the parties in conflict that are at the table with the mediator. Occasionally, other interested parties might also be at the table for the purpose of providing moral support to the parties. A case-by-case approach is used in deciding who is required at the table.

Treatment of Information:

All information exchanged during this entire procedure shall be regarded as “without prejudice” communications for the purpose of settlement negotiations. Subject to the disclosure requirements of the Privacy Act and any other applicable law, the parties agree to keep all information exchanged during the mediation process confidential.

Any notes or records created during the mediation process must be secured material and retained in accordance with the provisions of the Privacy Act.

Resolution Procedures:

Where a complaint has been submitted, the mediator shall expeditiously forward a report to the Authority stating that the mediation between the parties has been resolved/not resolved and that there is no further involvement of the mediator necessary. The report shall identify the parties to the mediation and state the issues resolved by the mediation. It must also include a signed statement from the Complainant and the Respondent that the complaint has been resolved and closed.

Administrative Closure in ADR:

Closure is an important part of any ADR resolution process. In cases where the Executive Committee and/or the Team intervention is utilized, closure may include any appropriate administrative or disciplinary action deemed necessary in accordance with this document.

- a. If mediation results in resolution of the complaint, the signed Minutes of Settlement will constitute administrative closure of the complaint for all parties.
- b. If an agreement is reached between the parties, the Minutes of Settlement will constitute full and final settlement of the complaint.
- c. If neither resolution of the complaint, nor an agreement between the parties is achieved, all parties have the right to pursue the appropriate administrative investigation.
- d. If the complainant withdraws the complaint through the ADR process, a copy of the report from the mediator and the withdrawal of the complaint, will be placed on the complaint file. Here to, the signed Minutes of Settlement will constitute administrative closure of the complaint.

FORMAL SUBMISSION AND RECEIPT OF A COMPLAINT

Submitting a Complaint:

A complaint should be submitted in accordance with the ESGSAR Complaint Resolution Policy. In cases where the immediate person in the Team chain of command is the Respondent, the complaint should be submitted to the next superior in the chain of command. The complaint should convey a Complainant’s specific concerns regarding an alleged conflict situation.

Elements of a Complaint:

While the Complainant is encouraged to express himself/herself freely, he/she should, as much as possible, provide the following elements of a complaint:

1. Name of Complainant;
2. Name of Respondent(s);
3. Date, time and location of incident(s), approximations are acceptable wherein enough details are presented;
4. Complainant's perceptions of the situation, and what the Respondent did;
5. Witnesses (if any);
6. Details of the adverse impact on the Complainant;
7. Note to whom the Complainant submitted the complaint, and the date of the submission; and
8. Traceability information which could include
 - a. Signed and dated by the Complainant and Authority
 - b. E-mail chain

Note: if the complaint is submitted by email, it is considered electronically signed by the sender as the Complainant, and the date and time stamp shall be considered sufficient record of the date of submission

Once signed, the individual receiving the complaint must immediately provide a copy of the document to the Complainant.

Person Receiving the Complaint's Initial Reaction:

A person who receives a complaint shall, within the scope of their authority, take immediate action to:

- a. put a stop to any unacceptable or offensive behaviour that is still ongoing;
- b. ensure that any health and/or safety issues are addressed immediately;
- c. consult with appropriate advisors;
- d. notify the Respondent that a complaint has been received. Under normal circumstances this should take place within one week from the receipt of the complaint. As soon as possible, any written allegations with full particulars shall be forwarded to the Respondent.

The Investigator or Authority:

The investigator or the Authority the complaint shall:

- a. ensure that the Complainant and the Respondent are informed of their rights and responsibilities;
- b. ensure that an investigation is undertaken and a decision rendered;
- c. ensure that the Respondent is given the opportunity to respond either verbally, or in writing to the allegations;
- d. decide whether the Complainant and Respondent should be separated during the complaint resolution process, based on what is both practical and in the best interests of both parties. Care should be taken to avoid any perception that such action constitutes retaliation or premature judgement of the case;
- e. ensure that the parties are kept informed of developments in the resolution process; and
- f. f. monitor and follow-up on the situation until satisfied that the situation is resolved and remains resolved.

Skills and Attributes of the Investigator:

In appointing a person to conduct the investigation, the Authority should consider the following skills and attributes:

- a. thoroughness;
- b. tact/discretion/judgement;
- c. tolerance for stress;
- d. ability to collect, synthesize and analyze information; and
- e. good written and verbal communications skills.

Complainant Rights:

The Complainant has the right:

- a. to be treated fairly;
- b. to submit a complaint and have it reviewed in a prompt, sensitive and impartial manner, without fear of embarrassment or reprisal; and
- c. to be informed of any measures implemented as a result of a founded complaint.

Complainant Responsibilities:

The Complainant has the responsibility:

- a. where possible and appropriate, to approach the perceived respondent and request that the offending behaviour cease;
- b. to raise the matter with the immediate supervisor, or higher authority if the supervisor is the Respondent;
- c. to clearly state the allegations of their complaint, providing sufficient details of the incident(s) involved, such as time, place and participants, to facilitate assessment and resolution of the complaint and to do so in writing if so, requested by the Authority;
- d. to participate in a cooperative manner in the resolution process being pursued. This includes responding promptly to requests for information from and being available for meetings with the investigator and the Authority; and
- e. to understand that discussion of a complaint with persons not responsible for its resolution, or other advisors, can be detrimental to achieving a resolution and to rebuilding work relationships afterwards. Therefore, discretion is essential.
- f. After submitting a complaint, if the Complainant does not receive an acknowledgement, they should follow up with the receiver to confirm the complaint was not mislaid.

Respondent Rights:

The Respondent has the right:

- a. to be treated fairly;
- b. to be notified promptly that a complaint has been filed against them;
- c. to be informed of the allegations. In the case of a written complaint, the details of it will be provided in writing; and
- d. to respond to the allegations.

Respondent Responsibilities:

The Respondent has the responsibility:

- a. to cease immediately any improper behaviour when requested to do so by a Complainant or the investigator or the Authority;
- b. to promptly and clearly respond to the allegations of a complaint against them, providing sufficient details of the incident(s) involved, such as time, place and participants, to facilitate the assessment of their response and the resolution of the complaint and to do so in writing if so, requested by the Authority;
- c. to participate in a cooperative manner in the resolution process. This includes responding promptly to requests for information from and be available for meetings with the investigator or the Authority; and
- d. to understand that discussion of a complaint with persons not responsible for its resolution, or other advisors, can be detrimental to achieving a resolution and to rebuilding work relationships afterwards. Therefore, discretion is essential.

COMPLAINT INVESTIGATION

General:

The person addressing a complaint may initiate an investigation.

There may be exceptional circumstances where the person addressing a complaint is completely satisfied that he/she has all the facts and the parties have been heard. In such instances, the person addressing a complaint may decide not to undertake or initiate a further investigation and deliver a decision. In doing so, the person addressing a complaint must ensure that the spirit and principles of these Guidelines are met.

Selection of the Investigator:

The appointed investigator must be capable of conducting an independent investigation in a thorough, impartial, unbiased, discreet, and sensitive manner. Where possible and practical, the investigator should be equal, or superior in the Team chain of command, to both the Complainant and the Respondent.

At times, it may be necessary in some circumstances to obtain an investigator from outside the Team.

Investigative Role and Responsibilities:

The investigator is responsible for all matters associated with the handling and conduct of the investigation and is accountable for:

- a. Gathering, examining and recording of all relevant facts from available documentation;
- b. Identifying gaps in information, potential sources of additional information and persons who may be able to supplement or corroborate information obtained, whether this be through additional documentation, or first-hand knowledge; and
- c. Preparing a written report covering all salient points and an analysis of the facts and circumstances of the case.

Stages of an Investigation:

The normal stages of an investigation are:

- a. the research and planning stage;
- b. the interview stage;
- c. the analysis stage;
- d. the investigator report; and
- e. the decision by the Authority.

INVESTIGATOR'S REPORTS

Overview:

The investigator shall prepare a Draft Report and Final Report. These investigation reports should be clear and concise. The Draft Report shall contain a detailed and chronological description of the salient facts, a description of the evidence gathered and an analysis and assessment of the facts. The Final Report will contain all the above and in addition, findings as to whether or not the complaint is founded. This Final Report will be formally addressed to the Authority for decision. In this way, it will be recorded that the Final Report was submitted, to whom, and on what date.

Draft Report:

The investigator shall forward a copy of the Draft Report to the Authority. The investigator shall also forward a copy of the Draft Report to the Complainant and the Respondent. The Complainant and Respondent will have fourteen (14) days to respond. Upon receipt of responses, the investigator will consider any additional information provided prior to completing the Final Report or re-opening the investigation if required.

Final Report:

The Final Report should be signed and dated by the investigator and submitted for decision to the Authority. The Final Report will be securely and confidentially kept by the Authority for a period of not less than 30 months, to ensure availability of details should the complaint be escalated to an external resolution process. Should the Authority leave the ESGSAR Team within this time frame, a sealed copy of the Final Report will be submitted to the Team President for continuity of records only.

Administrative Closure in Formal Complaint Process:

The Authority will inform the Complainant and Respondent of his/her decision on the complaint, the appropriate remedies, and corrective measures to be taken and the rationale for these decisions. The Authority will provide them a copy of the Final Report. The Final Report shall be held in strict confidence by the Investigator, the Authority, and both the Complainant and the Respondent. The final report, and any decision arising from the final report shall not be disclosed to any other person(s)—save for a higher authority (Human Rights, Police, etc.) should the complaint escalate requiring external resolution.

Disclosure of the Final Report—and/or any details therein—by any of the parties in official receipt of the Report, to any other person(s) (with the sole exception being disclosure to a higher authority for the purpose of furthering the complaint) will result in Disciplinary Action.

When the complaint is deemed founded, the Authority will submit the decision to the Executive Committee for the sole purpose of approving the disciplinary action to be implemented. Once approved, the Authority has the discretion to disclose to the Complainant the nature of any action taken against the Respondent because of the decision, where the Authority deems it appropriate and necessary to achieve closure.

The Authority will ensure that follow-up action is implemented, and the principal parties advised. The decision information sent to the Complainant and Respondent will constitute a closure for the complaint resolution process.

External Resolution:

Any Complainant or Respondent not satisfied with the decision rendered through the Formal Complaint Investigation and Resolution Process may request that the President (or Executive Committee as may be reasonable) recommend a means to an External Resolution. In such a case, the President (or Executive Committee as may be reasonable) is to provide such a recommendation without prejudice.

RE-ESTABLISHING POSITIVE WORKING RELATIONSHIPS

Options:

Once a complaint situation has been administratively resolved, it is everyone's responsibility to work together to restore good working relationships. All Members of the Team have a responsibility to act as quickly as possible to restore a positive conflict-free working environment.

After a complaint situation has been administratively resolved, it may continue to have effects on morale and productivity. One option to resolve this situation is to arrange educational or training sessions on techniques to improve communications, understanding and co-operation within the Team.

Rumours and Speculation:

The person addressing a complaint must be sensitive to the negative impact of rumours and speculation concerning a complaint situation or investigation. In such cases, the Authority should take immediate steps to set the record straight and dispel the rumours. In so doing, the Authority must ensure that the personal information under the Privacy Act is respected and the sensitivities of the parties are considered.

MISCELLANEOUS AND SIGNIFICANT ISSUES TO ADR AND FORMAL COMPLAINT PROCESSES

Disclosure:

One vital component to the successful resolution of any complaint is the disclosure of information to both parties during the resolution process.

To respect the requirements of the Privacy Act and the requirement that the process be fair to all the parties, the following general principles will guide the release of information:

- a. Personal information about third parties as defined in Section 3 of the Privacy Act is to be severed;
- b. Individuals have a right to their own personal information (note that the view of one person about another person becomes the personal information of the latter, not the former);
- c. Individuals referred to in a report have the right to know what has been said about them and by whom; unless the disclosure is reasonably believed to imperil the safety of the individual concerned, as indicated in Section 25 of the Privacy Act;
- d. The Complainant and Respondent have a right to see the Draft and Final Reports except for personal information about third parties or about one another (if the personal information is not directly related to the complaint);
- e. Third parties have a right to see their own personal information in a report;

- f. The names of witnesses who were interviewed are not to be severed, unless the disclosure is reasonably believed to imperil the safety of the individual concerned, as indicated in Section 25 of the Privacy Act;
- g. The Complainant's allegations will be forwarded to the Respondent;
- h. The Draft Report will be forwarded by the Authority as well as to the Complainant and Respondent, after the completion of any severance required by the Privacy Act; and
- i. The Final Report will be forwarded to the Authority, to the Complainant and the Respondent.

Privacy:

All persons must respect the dignity and privacy of people involved in complaint situations by treating all information with discretion. The Complainant and Respondent, as well as any witnesses, shall be cautioned that details of the complaint are not to be discussed with Team Members, or the general public while the investigation is ongoing. Gossip and rumours can exacerbate the investigative process, aggravate the situation, and increase stress in the workplace.

All Members should show respect for others and not engage in idle talk and speculation concerning potential conflict situations.

The Authority shall inform the Complainant, Respondent, and all witnesses that while their statements will be treated with sensitivity and discretion, all information provided may be used for any purpose consistent with the investigation.

Timelines:

Complaints should be handled as expeditiously as possible and treated as a priority. In general, any complaint resolution process should be completed without undue delay, normally, within six months or less.

BAD FAITH COMPLAINTS

Complaints made in bad faith are those where the Complainant knows the complaint to be false. While such cases are uncommon, they are considered serious and may be dealt with through administrative and disciplinary action in accordance with this document

Appropriate disciplinary actions may include: a request for a formal apology, attendance at a training course, a reprimand, a suspension of specific leadership positions and, in rare cases, termination of membership.

DISCIPLINARY ACTIONS

In accordance with Team Bylaws, disciplinary options may include any of the following actions, imposed singularly, or in conjunction with others among these options:

- No action;
- Removal from committees;
- Temporary suspension;
- Removal from leadership roles;
- Removal from call-out lists;
- Termination of Team Membership.