

Health PEI

RESPECTFUL WORKPLACE

A Guide to Resolving Workplace Conflicts



Respectful Workplace: A Guide to Resolving Workplace Conflicts has been developed to help you deal effectively with conflict at work. The guide is meant to be a helpful tool outlining effective techniques, skills, and attitudes for addressing and identifying conflict among co-workers.

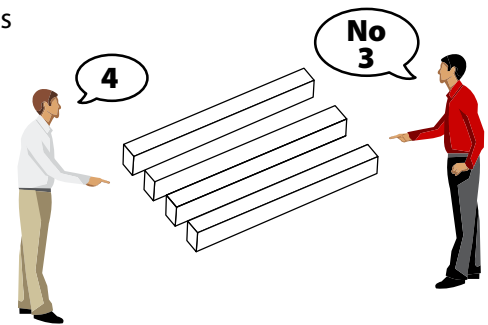
Health PEI
One Island Health System

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WHY A GUIDE BOOK ON RESPECTFUL WORKPLACES?

Employers and employees are increasingly looking for ways to work out workplace differences and to ensure staff can come to a safe and respectful workplace. Health PEI receives many requests for information on how to settle workplace disputes, including how to use issue-based problem-solving and facilitation. Information about these procedures for early dispute resolution is available from many sources. This guide summarizes the essentials in an easy-to-read resource that reflects Health PEI workplace realities and includes recommended techniques on issue-based problem-solving adapted by Health PEI.



This guide to resolving workplace conflicts serves as a reference for employees of all Health PEI work sites. Please note some language used in this guide is specific to the legislation and must be stated in a precise manner. The following icon indicates those sections.



This guide is intended to assist employees in understanding the privileges and obligations of employment. Where there is a conflict between this guide and legislation and/or collective agreements, legislation and/or collective agreements take precedence. Acceptance of employment means acceptance and adherence of the provision of this guide and all relevant Health PEI policies.

Is this guide for you?

If you ever experience disrespectful behavior or conflict in the workplace, this guide can be a helpful resource. It's designed to provide ideas about how you can address situations you find difficult or uncomfortable, and make them better.

Even if you have never experienced disrespectful behavior or conflict at work, it's a good idea to review the guide to be familiar with it. You'll be better prepared if anything does ever arise, and you may be able to keep things from escalating, right at the outset.

GOOD THINGS TO KNOW ABOUT YOUR WORKPLACE

Health PEI services and worksites have adopted a ***Respectful Workplace Policy*** which confirms Health PEI's commitment to its employees to provide a respectful workplace. All employees are expected to be familiar with the policy and its contents, and to abide by its provisions. A copy of the policy can be accessed as attached to this guide, through the staff resource centre (intranet), or from the Human Resources Team. The main elements of the ***Respectful Workplace Policy*** have been incorporated into this guide.





Health PEI workplace commitment






As outlined in the ***Respectful Workplace Policy***, Health PEI commits to the following:

- To recognize that all healthcare workers are entitled to a respectful work environment, free of disrespectful behaviour including discrimination, harassment (sexual harassment, personal harassment and abuse of authority), and workplace violence.
- To provide a workplace in which all healthcare workers can expect to be treated with dignity and respect. Disrespectful behavior undermines an individual's self-respect and adversely affects work performance and well-being. It also reduces the productivity and effectiveness of the health system.
- As an employer, to value the dignity of all healthcare workers and remain committed to creating and maintaining a respectful work environment. The demonstration of respect is the commitment and responsibility of every healthcare worker, as all healthcare workers have the right to work in a respectful workplace.

Important terms and definitions to understand




These terms and definitions are outlined in the policy and are also used throughout this guide. Please review the definitions; they will help you in understanding what is considered disrespectful behavior.

| | |
|--|--|
|  <p>Complainant</p> | <p>Means any person who makes a complaint of disrespectful behaviour, or who brings an incident of disrespectful behaviour to the attention of the employer.</p> |
|  <p>Discrimination</p> | <p>Means any harmful or unjust treatment of a person based on one or more of the personal characteristics protected under the Human Rights Act (i.e., age, colour, creed, disability, ethnic or national origin, family status, gender expression, gender identity, marital status, political belief, race, religion, sex, sexual orientation, or source of income). For greater certainty, it has the same meaning as defined in the Human Rights Act (PEI).</p> |
|  <p>Disrespectful Behavior</p> | <p>Actions or comments that are inappropriate, demeaning or otherwise offensive and which create an uncomfortable, hostile and/or intimidating work environment. Types of behaviours considered disrespectful include:</p> <ul style="list-style-type: none"> • Discrimination; • Harassment (sexual harassment, personal harassment and abuse of authority); and • Workplace violence. <p>Disrespectful behaviour does not include:</p> <ul style="list-style-type: none"> • The legitimate and proper exercise of the Employer's right to supervise or manage; • Impositions of authorized and appropriate discipline; • Other routine interaction, including interpersonal conflicts or difficulties from time to time, short of harassment defined below; or • Occasional curtness or lack of friendliness, unless the curtness or lack of friendliness is so persistent or intense and individualized that it creates an uncomfortable, hostile and/or intimidating work environment, or constitutes harassment. |
|  <p>Harassment</p> | <p>Improper and unwelcomed behaviour directed at a person that is offensive and/or harmful. Harassment can include persistent, aggressive or unreasonable behavior, and can include verbal, non-verbal, psychological, or physical behaviors. Harassment can be perpetrated in person (i.e., face-to-face) or it can take place electronically (e.g. including, but not limited to, text messages, social media, or e-mail).</p> |

| | |
|--|---|
| | <p>Harassment includes the following:</p> <p>a) Personal Harassment: Any unwarranted, offensive behavior that is known to be unwelcome, or ought reasonably to be known to be unwelcome. It includes any comment, conduct, gesture or display that does, or is intended to demean, bully, intimidate, or cause embarrassment to another person. Personal harassment includes, but is not limited to, harassment on the basis of a person's age, colour, creed, disability, ethnic or national origin, family status, gender expression, gender identity, marital status, political belief, race, religion, sex, sexual orientation, or source of income.</p> <p>b) Sexual Harassment: Sexual harassment in the workplace is broadly defined as unwelcome conduct of a sexual nature that detrimentally affects the work environment, or leads to adverse job-related consequences for the victim.</p> <p>c) Abuse of Authority: Where an individual holds a position with inherent power and authority, and he or she uses that power or authority in a manner which serves no legitimate work purpose, and which is, or ought reasonably to be known, to be inappropriate. It includes, but is not limited to, misuses of power which are intimidating, coercive, or demeaning.</p> |
|  <p>Healthcare Worker</p> | <p>All persons involved in providing care and/or services within Health PEI facilities and programs, which includes all employees (casual, permanent, temporary, full-time and part-time employees), physicians (salaried, fee for service, contract and locum), students, volunteers and contract workers.</p> |
|  <p>Respectful Workplace</p> | <p>Means a Health PEI workplace that is free from disrespectful behaviour.</p> |
|  <p>Respondent</p> | <p>Means any person against whom a complaint has been made.</p> |
|  <p>Supervisor</p> | <p>For purposes of this guide, supervisor means "supervisor, manager or a person of higher authority within Health PEI."</p> |
|  <p>Violence or Workplace Violence</p> | <p>Occupational Health and Safety General Regulations, Part 52, defines workplace violence to mean the threatened, attempted, or actual exercise of any physical force by a person other than a worker that can cause, or that causes, injury to a worker, and includes any threatening statement or behavior that gives a worker reasonable cause to believe that he or she is at risk of injury.</p> <p>Healthcare workers must notify their supervisor of all incidents of workplace violence, even if there was no physical injury, as per Health PEI Occupational Health and Safety Program.</p> |

EXPECTATIONS IN A RESPECTFUL WORKPLACE

Everyone has responsibility and a role to play in creating a respectful workplace. Shown below are the different responsibilities for different roles within Health PEI workplaces.

| WHO | RESPONSIBILITIES |
|--|--|
|  Healthcare Workers | <p>It is the responsibility of healthcare workers to:</p> <ul style="list-style-type: none"> • Create and support a work environment free of disrespectful behaviour by complying with this policy and ensuring their behavior meets reasonable and/or acceptable standards as outlined in this policy; • Treat all persons in the workplace in a manner that is free of disrespectful behaviour; • Take reasonable action, where possible, should they feel they or another person are being subjected to disrespectful behaviour; • Report any incident(s) of observed or experienced disrespectful behaviour to the attention of a supervisor or manager; • Cooperate fully with all those responsible for resolving a complaint of disrespectful behaviour. |
|  Health PEI (Employer) | <p>It is the responsibility of Health PEI to:</p> <ul style="list-style-type: none"> • Foster a work environment free of disrespectful behavior; • Ensure healthcare workers are not exposed to disrespectful behaviours in the workplace; • Implement this policy and the related Respectful Workplace Policy. |
|  Chief Executive Officer | <ul style="list-style-type: none"> • Has overall responsibility for the administration of this policy throughout Health PEI; • Hold managers and supervisors accountable for carrying out their responsibilities under this policy; • Receives written complaints under this policy and delegates responsibility to the Executive Director of Human Resources for appropriate follow up; • Determine, if any, course of action necessary based on findings resulting from the administration of this policy. |



Director of Human Resources

It is the responsibility of the Director of Human Resources to ensure that the provisions of this policy are administered.

Responsibilities include:

- Ensure all managers, supervisors and healthcare workers are informed of this policy and manual, and are advised of their responsibilities and rights pursuant to them;
- Interprets the policy and manual;
- Provide advice and assistance related to the administration of the policy and the manual to managers, supervisors and healthcare workers;
- Ensure that prompt and appropriate action is taken when a complaint is received;
- Monitor and track complaints;
- Inform the complainant that they may advance the complaint to the police for investigation, where behaviour of a criminal nature has occurred, or is thought to have occurred.



Managers and Supervisors

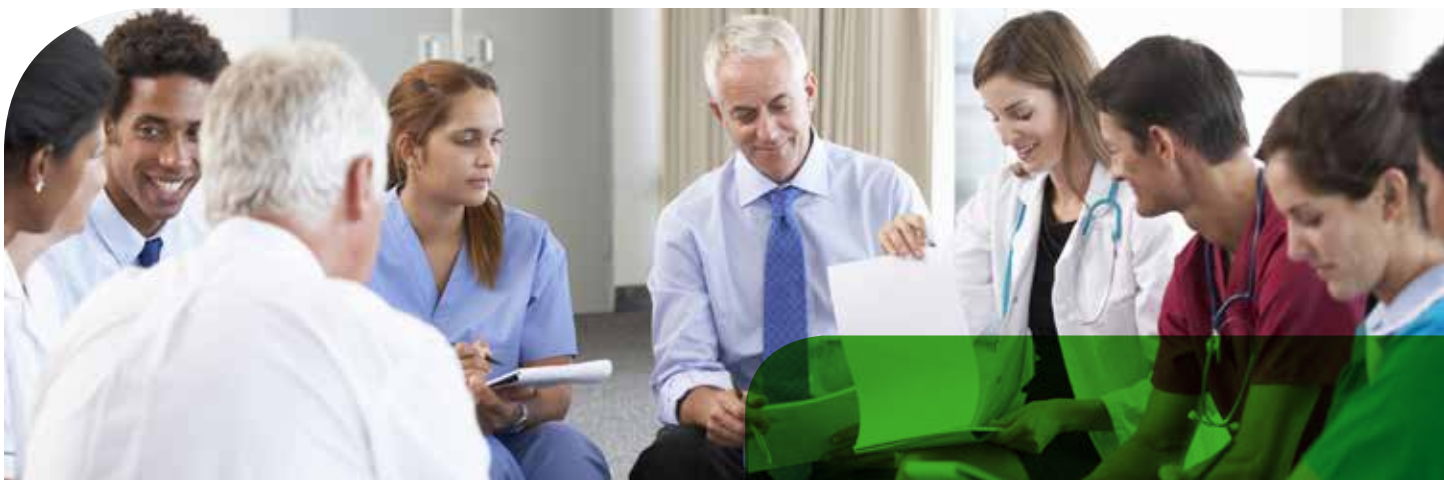
It is the responsibility of managers and supervisors to:

- Be familiar with this policy and manual and all templates and tools for policy administration;
- Ensure that all healthcare workers are advised of their rights and responsibilities under this policy and the resolution processes open to them;
- Ensure all healthcare workers' rights are respected in the workplace;
- Support healthcare workers in any procedures under this policy;
- Consult with Human Resources where appropriate.



Human Resources

It is the responsibility of Human Resources to assist healthcare workers, managers and supervisors, and the Director of Human Resources, with respect to the application and administration of the policy and manual.



DISRESPECTED. WHAT TO DO NOW?

It could happen – you could be confronted with behaviour you feel is disrespectful. Each situation will be different and will need to be handled appropriately, with consideration to the unique circumstances.



Safety first

Health PEI values the safety and security of every employee. Faced with a potentially violent situation, a person should exercise extreme caution and should, if possible, remove themselves from the situation or call for assistance from other employees, managers, or supervisors.

Informal resolution

Anyone who feels they are being subjected to disrespectful behaviour is encouraged – if reasonable, comfortable, and safe – to directly ask the individual(s)

concerned that the behaviour stop immediately, because it is not acceptable or respectful. Bringing your concerns forward immediately will usually address the issue quickly and is one of the best ways to help the individual who is causing the concern to understand what is offensive. The reality is that a person often is not aware that their behaviour is offensive, and most people will change their behaviour once they are aware of the concern.



Consultation

Anyone who has tried to resolve a concern without success, or who is uncomfortable addressing the problem on his or her own, can discuss their concerns in confidence with their manager, supervisor, or human resources. This doesn't commit anyone to file a formal complaint; it simply allows employees to be helped in identifying appropriate ways of responding to the concerns through both informal and formal processes.

When concerns are brought to a manager, supervisor, or Human Resources, the employer does retain the right to initiate a formal review of the matter, with or without the employee's consent, if there are sufficient concerns regarding the impact of the disrespectful behaviour on the workplace.



LET'S BREAK IT DOWN: HANDLING CONFLICT MAY BE EASIER THAN YOU THINK

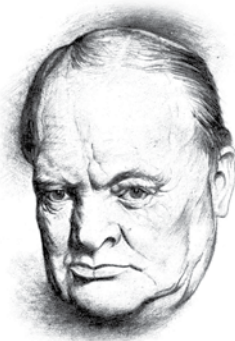
Conflict management plays a big part in having a respectful workplace. The conflict resolution method described in this guide can help employees, employers, supervisors, managers, directors, executive leaders, board members, and union members/representatives to be proactive in dealing with conflict.

Dealing with conflicts

Disagreements, whether involving individuals, groups, or even nations, come in many shapes and sizes. So do the ways of dealing with various conflicts. Perhaps the simplest way, though not always the best, is to ignore the issue. How often have you heard someone say, "Oh, forget about it," and then move on or at least try to move on? Sometimes, the words or the attempt to forget about it don't work out. The problem affects other situations or doesn't go away.

If turning your back on matters is at one end of the scale, physical violence is at the other; however, violence only settles matters at a tremendous cost. There are better ways.

Winston Churchill once said, "***It is always better to jaw-jaw than to war-war.***" It was his way of emphasizing the value of talking rather than coming to blows to settle disputes. Between the extremes of "ignore" and "war" there are many ways that words can be used to solve conflicts. Some are fairly informal and may just involve one-on-one discussion between those with a disagreement. Other procedures are much more formal, such as taking cases to courts of law or tribunals.



Various means exist for dealing with disputes. They include informal discussions or negotiation, consultation or facilitation, and mediation or arbitration.

There are also many specific methods within these procedures, sometimes grouped together as alternative dispute resolutions. The variations include issue-based problem-solving and facilitation, two valuable tools for early, low-level conflict resolution.

Workplace dispute resolution

All work settings, big or small, likely need some appropriate form of dispute resolution or already have a process in place.

It would be an unusual workplace without any differences of opinion. Likely, it would be a dull place with no competing suggestions on how to do things. It would also be a place stuck in the past without any new ideas on how to run the operation or create and deliver products and services. Conflicts can be positive. You've probably heard of creative conflict and tension.

Effects of conflict

The trouble isn't necessarily with conflicts but with how we deal with them. Many conflicts, if unresolved, can affect the workplace negatively. There are many possible sources of conflict in an organization, including:

- *How people talk (or don't talk) to each other*
- *How information is shared and handled (who is in the know, who is not)*
- *How people deal with each other (relationships)*
- *Differences in values and what's important (priorities)*
- *How and when things are done (procedures, scheduling)*
- *How work and responsibilities are arranged (work structure and distribution)*

You can think of similar examples in your workplace. You likely also know how unresolved conflicts can negatively impact the workplace, affecting both those who work there and the organization's clients.

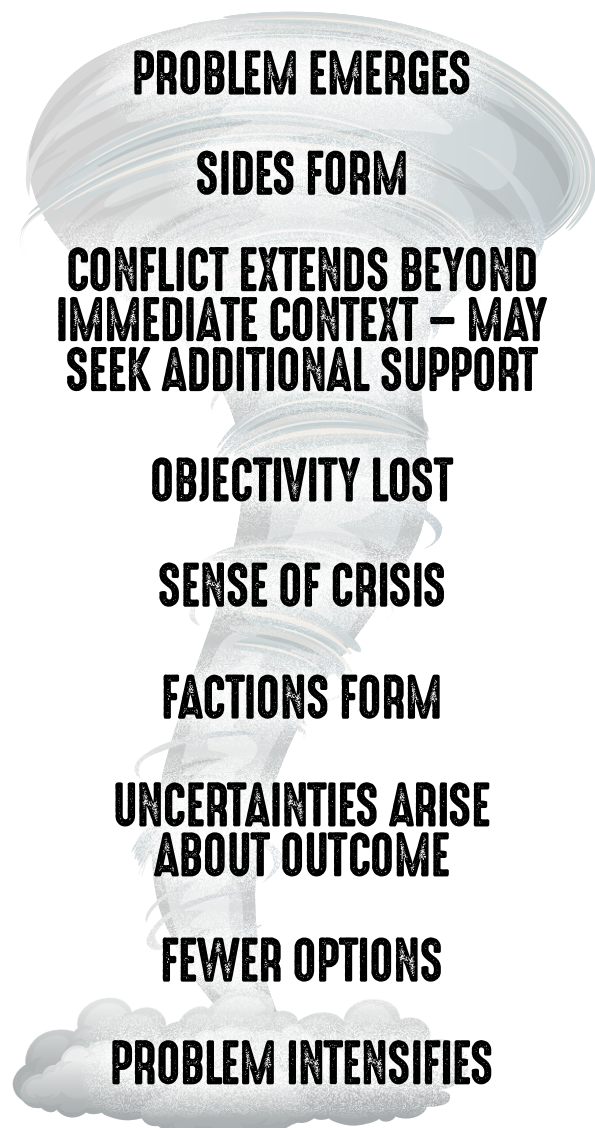
Here are some consequences for organizational success, relationships, and quality of life that might result if conflicts are not properly dealt with:

- *Increased frustration or anxiety*
- *Strained relationships*
- *Loss of sleep*
- *Unhealthy competition between colleagues and work units*
- *Withholding of information*
- *Low morale and motivation*
- *High employee turnover*
- *Loss of productive work time*
- *Inefficiency and low productivity*
- *Increased worker complaints*
- *Absenteeism*
- *Sabotage*

Early intervention

When people or groups have differences, one problem often leads to another. Supervisors and workers or co-workers who once had a good working relationship have a falling out and positions harden, eventually leading to the kind of adverse outcomes mentioned earlier. You can get caught in a downward spiral like the one shown in the following illustration.

Conflict Spiral: Like a real twister, such conflict spirals can do damage, in this case, to working relationships. The sooner you take action through the kind of dispute resolution described in this guide, the better.



Safety first

These points should be considered:

- **Remain calm**
- **Employ safety techniques identified through training (e.g. Non-Violent Crisis Intervention)**
- **In a facility setting, be aware of and use the code white and other codes or protocols relating to a call for help due to aggressive behaviour**
- **If possible, call for assistance from other employees, or managers or supervisors**
- **Immediately notify the supervisor, manager, security or someone in authority and complete an incident report, if appropriate**
- **If necessary, notify the police**
- **If you have suffered an injury or a near miss as a result of the incident, the incident should be reported on the Provincial Safety Management System (PSMS)**



NOTE: In accordance with the Health PEI Occupational Health and Safety Program, employees must notify their supervisor or manager of all incidents of workplace violence, even if there was no physical injury.

In the absence of safety concerns, employees should consider the following options to help deal with any disrespectful behavior.

Informal resolution processes

There are several different ways that disrespectful behaviour concerns can be dealt with outside of the formal complaint/investigation process. Some of the options listed below may be appropriate, depending on the situation, and other options not currently contained within this guide may also be appropriate. Some approaches to informal resolution include one-on-one discussions, management involvement, human resources involvement, and conciliation/mediation.

One-on-One Discussion

After having the chance to consult with other people, a person may feel equipped or have a plan on how to discuss the concerns directly with the individual with whom they have concerns. This will likely lead to an effective resolution, as often the individual will modify his or her behaviour once made aware of the concern. But if this approach is not successful, the other mechanisms for informal resolution remain available, as well as the filing of a formal complaint.

Problem Solving Steps

Good questioning and good listening are both important to respectful communication. The six-step issue-based problem-solving method provides a useful tool for finding positive solutions to workplace problems and conflicts. Choosing the right words and setting the appropriate tone are important to the success of issue-based problem-solving. It is intended to set the stage for discussion, not for interrogation. Talk with people, not at them.

Ask Effective Questions

The way we ask questions usually influences the answers we get. It may even determine whether we get an answer at all.

Open-ended questions:

- **Usually start with *who, what, where, when, why and how*, or include phrases like "Could you help me understand?"; "Explain to me"; "Expand for me".**
- **Usually require more than a yes or no answer**

Some examples of open-ended questions are:

- **What would you like to see happen in this situation?**
- **What do you want us to do to help you?**
- **How do you think things are going here?**

These questions give the other person some leeway on how to respond. The person receiving the question may feel less threatened than if asked "Why did you say that?" or "Why didn't you do that?". Try softening

these types of questions by starting with an expression such as "Could you help me understand . . .?" or "What do you think about . . .?".

Rather than back someone into a corner, provide him or her with an "out." For example, "What's your idea or suggestion?" That question is less likely to result in a yes or no response and might even open the door to new options.

Ask One Question at a Time

Avoid the temptation to become a verbal machine gun. Multiple questions at once can be perceived as aggressive and some of the questions (and answers) may get lost.

Reflect, Repeat, and Rephrase

Once you get a reply, you can restate or rephrase the other person's answer. Consider using phrases such as "Could you confirm that I've understood you correctly?" or "You are saying . . ." or "So what you're saying is . . .?"



Question, reflect, repeat and rephrase what the other person is saying to you.

Not only will rephrasing reduce the risk of misunderstandings, it will also demonstrate to others that you are listening to and hearing them.

Acknowledging the other person's perspective can help bridge differences.

Make Your Point and Listen to Others

A good conversation is two-sided, one in which everyone participates. You need to express your information and interests while taking time to be questioning, reflecting, repeating, and rephrasing what the other person is saying to you.

Management Involvement

Many situations can be effectively dealt with through the participation and involvement of management. This may include management taking any number of steps, including setting and confirming of expectations, clarifying obligations, introducing certain rules, procedures, guidelines, and providing mediation, etc. These steps can help stop certain behaviours, which may reduce further concerns.

Human Resources Involvement

Human Resources staff can assist and provide advice in any number of ways. Sharing relevant education and information with affected employees may help, as can reinforcement of standards and expectations. Human Resources can also act as a mediator and coordinate additional resources, if needed. These steps can often help ensure discontinuance of concerning behaviour.

Conciliation/Mediation

This option uses the assistance of a neutral third party to meet with the two parties (together or separately) in an attempt to resolve the concerns and to build agreement on how interactions will occur into the future. The focus is on rebuilding the relationship, not on finding fault of either party. Conciliation/mediation services may be delivered internally or directly from outside service providers depending on circumstances. An individual from Human Resources, a manager or other employer representative may also serve in this role.

Facilitation

Facilitation offers the advantage of involving an independent, impartial person who is trained in helping others find solutions to workplace disputes. The facilitator encourages those with a dispute to share their information and concerns. A facilitator may be part of meetings attended by those involved in the dispute. Alternatively, the facilitator or mediator may serve as a go-between who communicates separately with those involved. It's important to remember that the facilitator is not there to give advice to anyone or to judge whether a solution is good or bad.

An outside facilitator can help individuals and groups resolve workplace issues by:

- *Arranging a meeting location and set up that will encourage discussion*
- *Promoting joint, positive discussion and collaboration*
- *Introducing procedures (such as six-step issue based problem-solving) that will satisfy interests and meet goals*

A facilitator or mediator can also help discussions by:

- *Setting time limits for meetings*
- *Helping decide who should attend meetings*
- *Suggesting how participants can prepare for meetings*
- *Addressing concerns about confidentiality*
- *Keeping the discussion focused*
- *Being impartial and neutral*
- *Separating the people and emotions from the issues*
- *Summarizing progress*
- *Clarifying misunderstandings*
- *Making sure various groups or individuals are able to voice their interests and propose options*
- *Calling breaks to let participants reconsider their positions or cool off*
- *Discussing times for future meetings*
- *Suggesting other resources*

Where a solution is found that requires a written agreement, those involved may agree that the facilitator should keep a copy of the signed agreement.

Potential Outcomes of the Informal Process

Following consultation, any of these courses of action may be taken:

- *The employee decides not to pursue the matter further*
- *The employer determines that the concern does not fall under the provisions of the policy and no further action will be taken under the policy or this guide*
- *The employer decides to pursue the matter on its initiative due to the serious nature of the concern raised, in which case either an informal process will be pursued, or a formal investigation will commence*
- *The employee files a formal complaint*



YOU CAN MAKE A FORMAL COMPLAINT

Formal complaints must be made in writing and are to be completed by using the form provided (see attached), or by submitting written particulars that contain the following information:

- *The nature of the allegation*
- *The name of the respondent(s)*
- *The relationship of the respondent to the complainant*
- *The date and a detailed description of the incident(s), and*
- *If applicable, the names of witnesses*

1

The formal complaint is to be forwarded to the Director of Human Resources in a sealed envelope marked "CONFIDENTIAL." Upon receipt of a formal complaint, the Director of Human Resources will determine whether an investigation is required.

2

The respondent will be notified of the nature of the complaint and will be given an opportunity to respond to the allegations.

3

If an investigation is required, the Director of Human Resources will advise both the complainant and the respondent and will assign an investigator. The investigator may either be internal to Health PEI or an outside party.

4

While an investigation is being completed, the Director of Human Resources (or designate) will assess whether or not it is appropriate to temporarily change one or more of the parties' reporting relationships and reassign if appropriate.

5

The investigator shall undertake appropriate inquiries concerning the complaint including interviewing the complainant and the respondent and obtaining details of the complaint and its disputed aspects; interviewing all potential witnesses identified by either party who may have knowledge or evidence in respect of the complaint, and; reviewing any documents pertaining to the complaint.

6

In an interview by an investigator(s), the complainant, the respondent, or any witness, shall be accompanied by a union representative, (as per the appropriate collective agreement) and they shall be advised of this option by the investigator in advance of the meeting. Any non-union employees may request permission to be accompanied by a support person at an interview, which request shall not be unreasonably withheld, and shall result in no expense to the employer.

7

Upon completion of the investigation, the investigator shall complete a written investigation report summarizing the investigation and its findings. The investigator shall submit the written report to the Director of Human Resources.

8

The complainant may, at any point in the formal complaint process, request that the complaint be withdrawn; however, the Director of Human Resources, using his or her discretion, may determine in consideration of all of the circumstances that it is necessary to pursue the matter if there are sufficient concerns regarding the impact of the alleged disrespectful behaviour on employees in the workplace.

9

Reasonable efforts shall be undertaken to complete an investigation within ninety (90) days from date of approval to proceed, unless circumstances warrant otherwise. If the investigator(s) and investigation report cannot be completed within ninety (90) days, the investigator(s) shall notify the Director of Human Resources of same and the expected timeframe within which the investigation and report will be completed.

10

Upon receipt of the written investigation report, and after considering all the circumstances, the Director of Human Resources will determine what action, if any, will be taken as a result of the findings contained within the investigation report, which may include disciplinary action up to and including dismissal.

11

Where behaviour of a criminal nature has occurred, or is thought to have occurred, the Director of Human Resources shall inform the complainant that they may advance the complaint to the police for investigation.



RELATED MATTERS



Confidentiality

To protect the interests of the complainant, the respondent, and any other employees who may be involved in incidents of concern, confidentiality will be maintained throughout the entire complaint process, both formal and informal, to the fullest extent practicable and appropriate under the circumstances. Confidentiality does not mean anonymity, because witnesses may be involved.

If the matter involves discipline, employees covered by a collective agreement have a right to grieve through their union. This grievance process may lead to a formal hearing which could involve testimony from the complainant, witnesses, the accused individual and management.

Any breach of confidentiality is subject to appropriate disciplinary action.

Union representation and timelines under collective agreements

Should a formal process be initiated, time limits under any applicable collective agreement relating to grievances and/or referral to arbitration should be extended as appropriate in the interests of attempting to achieve resolution of matters through alternative means.

Interference or retaliation

Every employee has a right to bring forward a legitimate concern under this guide. The employer will not tolerate:

- *Interference with the right to make a complaint under the Respectful Workplace Policy;*
- *Interference with any investigation under the Respectful Workplace Policy; or*
- *Retaliation against a complainant, respondent, witness, or any other person involved in any complaint or investigation under the Respectful Workplace Policy.*

Interference or retaliation may include direct contact between the parties, and more subtle actions such as shunning, reassignment, spreading of rumors, and breaches of confidentiality. Such conduct may result in disciplinary action, up to and including dismissal, being taken by the employer.

Vexatious and bad faith complaints

If an investigation proves that a complaint was deliberately made in bad faith for frivolous, vexatious, or vindictive reasons, the employee who made false allegation will be subject to discipline, up to and including dismissal. This does not apply to complaints made in good faith, but which are not proven.

Recordkeeping

All records of complaints, including any and all oral or written information gathered, received, or compiled throughout the complaint resolution process shall be maintained in a secured confidential file by the Director of Human Resources. This information will be kept separate from any personnel files and shall remain on file for a minimum of seven (7) years.

Employee Assistance Program

Employee Assistance Program (EAP) services are available to all employees. Employees in need of support or counseling throughout the investigation process may contact EAP directly by:

- Phone: (902) 368-5738
- Toll-free: 1-800-239-3826

Monitoring

The Director of Human Resources is responsible for ensuring that this guide is reviewed every three (3) years as per Health PEI's guide review cycle and standards.

References

Human Rights Act
RSPEI 1988, H-12

Occupational Health and Safety Act
RSPEI 1988, O-1.01

Occupational Health and Safety General Regulations
PEI Reg EC180/87

Winnipeg Regional Health Authority, Respectful Workplace Procedure Manual
http://www.wrha.mb.ca/professionals/respectfulworkplace/files/RW_ProceduresManual.pdf

Let's Talk: A Guide to Resolving Workplace Conflict
<https://open.alberta.ca/dataset/52c373ee-295f-4699-b873-0b303e1bdd76/resource/b7dac148-5fd8-4c5d-a42d-a96b2ecfc035/download/letstalk.pdf>

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Please describe what actions, if any, that you have taken to try to resolve this problem.

What resolution are you seeking?

Complainant Signature _____

Date _____

Please note:

1. The filing of this complaint does not guarantee that an investigation will occur. The complaint will be reviewed, and an assessment made by the employer as to whether an investigation is warranted and/or whether an informal resolution process should be pursued.
2. This document and any attachments that you provide in the course of filing a complaint will be held in confidence. The nature of the complaint will be disclosed to the respondent named in the complaint and to any investigator(s) who may be appointed to assist with the resolution of this complaint, as outlined in the **Respectful Workplace: A Guide to Resolving Workplace Conflicts**. Your signature confirms that you have been made aware and give permission for the above use of this information.
3. Filing this complaint in no way limits your ability to consider other options such as a complaint under the Human Rights Act, RSPEI 1988, H-12, or the filing of a grievance under a collective agreement.

**PLEASE SUBMIT COMPLETED FORM IN A SEALED CONFIDENTIAL ENVELOPE TO
DIRECTOR OF HUMAN RESOURCES
HEALTH PEI, 16 Garfield Street, PO Box 2000, Charlottetown**

Health PEI is responsible for the delivery of publicly funded health services in Prince Edward Island. The organization operates hospitals, health centres, public long-term care nursing facilities and community-based programs and services.

Health PEI's primary goals are to:

- Provide Islanders with safe, quality, person-centered care and services;
- Provide access to appropriate care by the right provider in the right setting; and
- Optimize resources and processes to sustain a viable health care system.

The Health PEI Board of Directors governs the agency, is accountable to the Minister of Health and Wellness and works collectively on behalf of all Islanders to ensure the management and delivery of safe, quality health care. The board also oversees the Chief Executive Officer who works with a broad range of dedicated health care professionals and administrative staff to provide high quality health care that is measured against national standards.

Health PEI was created in July 2010 marking a major step toward realizing a One Island Health System that provides Islanders with the right care, by the right provider, in the right place.

Health PEI

One Island Health System

GENERAL INQUIRIES

Phone: 902-368-4000
Toll-free 1-800-236-5196
Email: island@gov.pe.ca

IN PERSON

Visit one of the eight Access PEI locations to get information about government services.

MAILING ADDRESS

Please address written mail to a contact person followed by this address:

P.O. Box 2000
Charlottetown, PE
Canada C1A 7N8