



HR-14
Anti-Harassment and Anti-Discrimination Procedure
People & Culture
Creation Date: March 2004
AOC Approval Date: September, 2010
Last Review Date: September 23, 2025
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PROCEDURE:

Any employee or student who feels that they have been the subject of harassment or discrimination contrary to this policy may attempt an informal resolution, seek advice from the Appropriate Authority, request informal intervention and / or file a formal complaint pursuant to this policy. Nothing in this policy shall limit a person’s right to pursue such legal recourse that may be available to that person, including filing a complaint with the Human Rights Tribunal, initiating a grievance according to the collective agreement, or commencing legal action.

Complaints should be submitted as soon as possible after the alleged behaviour has occurred and must be submitted no later than one year since the last incident to be considered.

Parties to a complaint will be given a reasonable opportunity to dispute, correct or contradict all allegations, to present arguments and evidence in support of their position throughout all stages outlined in this procedure.

A member of the bargaining unit may be represented by a Union representative.

A complainant may, at their discretion, withdraw a complaint at any time. However, Michener may, at its discretion, pursue the complaint in order to comply with its legal obligations.

Employees/students who believe they have been subject to or have witnessed harassment, discrimination or reprisal are encouraged to resolve the issue directly by asking the person to stop immediately. They should keep a record of the incident and resolution.

Alternatively, an employee/student may seek guidance from the Appropriate Authority or supervisor in determining their course of action.

If the attempted resolution is not successful, the Complainant should report the incident(s) to their supervisor or the Appropriate Authority in accordance with the provisions herein.

Initial Assessment of Complaint

Once the Complainant lodges a complaint with their supervisor or the Appropriate Authority (i.e. People & Culture for employees or Dean of Students for students), the person receiving the complaint shall first determine if the complaint is within the scope of this policy, and shall advise the Complainant in writing if:

- the complaint does not fall within the definitions outlined in the policy, is not subject to this policy, and should be pursued through an alternate mechanism;
- the subject matter has been found to be frivolous, vexatious or in bad faith;



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- the complaint appears to be outside the jurisdiction of Michener; or,
- the complaint cannot be supported or substantiated.

If the complaint is deemed to be within the scope of this policy, a discussion will take place during which the Complainant shall be invited to provide details of the complaint.

During this discussion, the recipient of the complaint will explain all options available to the Complainant.

OPTIONS AVAILABLE:

Informal Resolution

The Complainant may and is encouraged to seek the assistance of the Appropriate Authority towards an informal resolution of the complaint. The Appropriate Authority or designate will meet with each party involved and attempt to reach an informal resolution of the complaint.

In the absence of an informal resolution of the complaint, the complainant may withdraw the complaint or file a formal complaint with the Appropriate Authority.

Informal Process

The Conflict Resolution Process follows 4 steps:

1. Discussing the concern, if safe and appropriate, with the person whose behaviour is causing harm towards the employee. Advice on how to do so can be found at the [RESPECT, CIVILITY & PROFESSIONALISM @ WORK](#) intranet site.
2. If the behaviour continues after having discussed the concerns with the person, or if unsure about how to proceed, asking a member of management or P&C for advice.
3. If the behaviour continues, asking a member of management or P&C to facilitate or mediate a resolution with the person.
4. If the behaviour continues, or is of a serious nature, submitting a complaint under the Formal Resolution Process may be appropriate. We encourage everyone who wishes to engage in the Formal Resolution Process must first approach a their manager or P&C to discuss the complaint.

Formal Complaint

If the Complainant wishes to proceed further with their complaint, the Complainant must then provide a written statement regarding the alleged harassment or discrimination. This can be done by paper or online via the [Workplace Complaint Submission Form](#). This written statement will be shared with the Respondent who shall have at least 5 working days to respond, in writing, to the allegation. The Respondent will have sufficient time to consult with their union representative or lawyer should they choose to do so.



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The Respondent's statement should provide a specific response to each complaint. The Respondent must sign their statement, which will then be attached to the original complaint.

If the Appropriate Authority determines that a formal investigation is warranted, the Appropriate Authority will conduct an investigation within a reasonable period after receiving the Respondent's response.

Investigation Process Overview - what to expect?

Filing a complaint

To file a complaint, submit a written statement. The complaint must be dated and signed and contain the following:

- Identity of the Respondent(s)
- Description of the behavior experienced
- Date and time the behavior occurred
- The place the behavior occurred
- Names of Witnesses (if applicable) and what the Complainant believes Witnesses will be able to share
- Any workplace safety concerns

Within receiving complete written complaint with accompanying evidence and list of witnesses, the Respondent will be notified and provided with a written statement of allegations. The investigator will provide the Respondent with a reasonable opportunity to respond in writing or orally to the allegations. If the response is oral, the investigator will confirm the content of the response with the Respondent in writing. If the Respondent does not respond within a reasonable timeframe set by the Investigator under the circumstances of the allegations, or chooses not to participate in the investigation, the Investigator may proceed in the absence of their response.

Once the response is received, the Investigator will determine the scope of the investigation, create an investigation plan and determine which witnesses to interview and in what order.

All reasonable efforts will be made to complete the investigation within a reasonable timeframe after receiving the response. In the event, the investigation requires a lengthy period of time, the parties to the complaint will be notified with reasons for the delay and the expected timeline for the conclusion of the investigation.



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During the Investigation

The investigator may choose to conduct interviews with either or all parties and will decide which witnesses to interview. If needed, more than one interview may be necessary to ensure an opportunity to respond.

Collection of any other evidence available and relevant to the matter being investigated.

The investigator will act in a timely, fair, impartial, and professional manner. The investigator will treat the information gathered during the investigation in a confidential manner.

Non-unionized staff have the right to request the presence of a support person from People & Culture during investigation meetings, as outlined in "[The Role of Support Person](#)," to enhance safety and well-being.

After the investigation

Following the completion of the investigation, the Investigator will provide a summary of findings based on the balance of probabilities to the complainant's and respondent's leaders or as required under applicable policy.

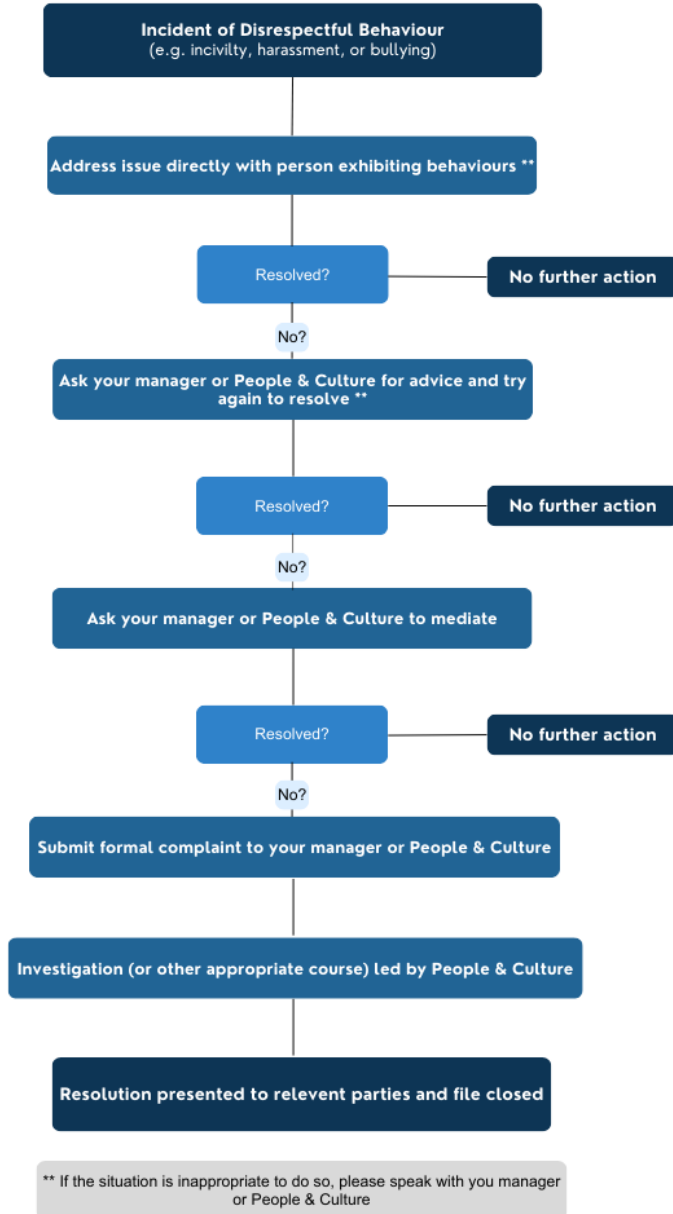
A closure letter will be provided to both the complainant and respondent ensuring the recipient is informed of the outcome and any next steps. Respondent and complainant's leaders in consultation with People & Culture will then implement any required actions.

Criteria for Submitting an Appeal

If the complainant or respondent is unsatisfied with the outcome of a complaint under this process, they may submit a written appeal to the Director, People & Culture for review. For the appeal process to proceed, the person making the appeal must provide evidence that the investigation was improperly conducted, or that there have since arisen significant new facts that could change the outcome of the original investigation.

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APPENDIX: Conflict Resolution & Complaint Process Flowchart





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REVISION HISTORY – To be completed at every revision. This information is required for review as well as for each new version of this document.

DATE	REVIEWER	CHANGE(S) MADE
September 23, 2025	People & Culture Diana Do, Munaza Rehman, Jennifer Anderson	Bill 166 and 190 changes Additional resources and tools incorporated