



UNCLASSIFIED

# Board Member Complaint Resolution Process



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***To simplify the text and improve readability, the singular form is used throughout this document. This choice is made solely for stylistic clarity and does not exclude any individual or group.***

## 1. Context

- 1.1 Governor in Council appointees (Board members) shall uphold the highest standards of probity and are expected to demonstrate behaviours in the workplace that afford respect, equality and dignity, to everyone they interact with at work at all times as specified in the [Terms and Conditions Applying to Governor in Council Appointees](#).
- 1.2 As stated in the *Terms and Conditions Applying to Governor in Council Appointees*, Board members are expected to respect the principles of any code of conduct applicable to the organization to which they are appointed, more specifically the [Board Members' Code of Professional Conduct](#) (the Code) and the [Values and Ethics Code for the Public Sector](#). Board members of the Parole Board of Canada (PBC) are held to high standards of conduct as specified in the Code.
- 1.3 Compliance with the [Ethical and Political Activity Guidelines for Public Office Holders](#) is a term and condition of appointment. The purpose of these Guidelines is to assist public office holders in determining whether a contemplated political activity is compatible with their public duties. Board members shall:
- act with honesty and uphold the highest ethical standards so that public confidence and trust in the integrity, objectivity and impartiality of the government are conserved and enhanced.
  - perform their official duties and arrange their private affairs in a manner that will bear the closest public scrutiny, an obligation that is not fully discharged by simply acting within the law.
  - make decisions in the public interest and with regard to the merits of each case.
  - not directly or indirectly use, or allow the use of, government property of any kind, including property leased to the government, for anything other than officially approved activities. In no circumstance should any political activities be performed at a government place of work; nor should any government equipment or material be used for such purposes.
- 1.4 In accordance with section 150(2) of the [Corrections and Conditional Release Act](#) (CCRA), Vice-Chairpersons are responsible to the Chairperson for the professional conduct, training and quality of decision-making of Board members appointed to their division or region. As such, Vice-Chairpersons should attempt to resolve any conflicts or concerns that are brought to their attention at the earliest opportunity through appropriate measures.

## 2. Purpose

- 2.1 The Board Member Complaint Resolution Process (the Process) defines and describes the process for addressing conduct-related complaints concerning full-time and part-time

members of the PBC, including members designated to a leadership role (i.e., Chairperson, Executive Vice-Chairperson (EVC) and Vice-Chairpersons).

### 3. Effective Date

3.1 This process comes into force on December 9, 2025 and replaces all previous versions.

### 4. Relevant legislative and policy provisions

4.1 [Corrections and Conditional Release Act](#)

ss. 150(2), s. 154, s. 155, ss. 155.1 and ss. 155.2.

4.2 [Canadian Victims Bill of Rights](#)

4.3 PBC's [Policy on Workplace Harassment and Violence Prevention](#)

4.4 [Privacy Act](#)

4.5 [Access to Information Act](#)

4.6 [Official Languages Act](#)

### 5. Application

5.1 Anyone who has experienced or witnessed (directly or indirectly) the alleged misconduct of a Board member can file a complaint. As defined by the CCRA, anyone includes a victim, an offender<sup>1</sup>, an assistant, an observer, a public servant or another Board member. Other recourse mechanisms may be initiated concurrently with this Process.

5.2 A complaint may be submitted on behalf of an individual who has experienced the alleged misconduct of a Board member. The individual who has experienced the alleged misconduct should be willing to answer any questions that the Professional Standards Section (PSS) or the Investigating Official may have during the Process, if required.

5.3 If someone has experienced or witnessed an alleged misconduct, they are expected to notify their Vice-Chairperson and/or PBC Management (Supervisor, Manager or Executive).

5.4 All situations of alleged misconduct must also be reported to the PSS as soon as possible.

5.5 The Process is available on the PBC's [Intranet](#) and [external website](#). The complaint form and contact information to reach the PSS regarding any questions related to the Process are also available at the same place.

5.6 The Process ceases to apply to a Board member (Respondent) when they leave the PBC either at the end of their mandate or through resignation. If the Board member was to be

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<sup>1</sup> Offenders have the right to appeal as per section 147 (1) of the [CCRA](#), they must consider the grounds for appeal before filing a complaint under this Process.

appointed to the PBC at a later date, the original complaint Process would not be pursued; a new complaint would need to be submitted.

However, the Process will proceed even if the status of the Complainant changes, as anyone who has experienced or witnessed the alleged misconduct of a Board member can file a complaint.

- 5.7 This process applies solely to concerns regarding the conduct of Board members. It will not influence, put into question, or apply to the exercise of discretion in the course of Board members fulfilling their duties in good faith as independent decision-makers.
- 5.8 As specified in the Code, complaints under this process may only be submitted concerning alleged misconduct in relation to:
- General Conduct;
  - Security;
  - Use of Resources and Assets;
  - Collegiality; and
  - Conduct during Hearings.
- 5.9 A serious breach of the Code's provisions may be subject to distinct processes established by legislation or national guidelines, regardless of whether a formal complaint has been filed under this Process. For example, breaches that constitute illegal acts will be governed by the [Criminal Code](#), while those related to conflicts of interest or wrongdoing may fall under the [Conflict of Interest Act](#), the [Public Servants Disclosure Protection Act \(PSDPA\)](#), or other applicable frameworks.
- 5.10 Throughout the Process, the PSS will address any new incident in relation to the complaint as they arise and will consult the Director, BMS to determine the appropriate course of action.
- 5.11 When the PSS receives a complaint from a victim registered with the PBC, the complaint will be processed according to the [PBC Victim Complaint Process Guide](#).
- 5.12 In the case of a complaint containing an allegation of workplace harassment and violence, the PSS will remind the Complainant, if they are employed by the PBC, of their obligation, under the [Policy on Workplace Harassment and Violence Prevention](#), to report any incident of workplace harassment and violence, experienced or observed to the designated official of the National Occupational Health and Safety Unit.
- 5.13 Involvement in such a Process can be a stressful experience for all participants. The parties involved may benefit from the [Employee Assistance Program](#) (EAP) which provides free and confidential counselling services. [Informal Conflict Management Services](#) (ICMS) also provides support services such as facilitated conversations or conflict coaching which are voluntary, confidential and provided by impartial facilitators.

- 5.14 The PBC has a duty to accommodate and will make reasonable efforts to accommodate the needs of all involved parties where their needs are made known to the PSS.

## 6. Objectives, Principles and Expected Results

- 6.1 The objective of this Process is to foster a healthy workplace by addressing and resolving any allegation of non-conformity with the Code. To achieve this, the Process is designed to:

- Identify misconduct at its earliest opportunity;
- Seek the early resolution of complaints, when appropriate;
- Use internal mechanisms for examining and resolving complaints that are consistent with, and complementary to, the external judicial inquiry mechanism contained in the [CCRA](#); and
- Ensure fair examination of complaints in a clear and transparent manner.

- 6.2 In pursuit of these objectives, the Process is based on the following principles:

- *Fairness* – Board members who are the subject of a complaint will be given reasonable notice regarding the nature of the complaint and afforded the right to be heard before any conclusion regarding the complaint is made;
- *Consistency* – each complaint will be processed in a standardized and equitable manner;
- *Transparency* - full and prompt disclosure of the method and outcome of the examination, as well as whether any resolution measures will be taken;
- *Impartiality* – each complaint will be investigated with objective consideration of the merits of the statements made by the Complainant(s), the Respondent(s) and the Witness(es);
- *Respect* - all parties involved in the Process will interact and be treated in a respectful and professional manner, free from fear of reprisal; and
- *Confidentiality* - all parties are to treat the complaint in a confidential manner and discuss the matter solely with those individuals who have a need-to-know.

6.3 The expected results of this Process are to:

- *Strengthen Accountability of Board Members* - Board Members are held responsible for their actions through a fair, transparent, and consistent process that reinforces ethical standards and professional responsibility.
- *Enhance Confidence and Trust* – Demonstrates a clear commitment to ethical governance, increasing trust in the Board’s integrity and responsiveness.
- *Ensure Fair and Timely Resolution of Complaints* - Complaints are addressed promptly and impartially, with clear, respectful communication provided to complainants regarding outcomes and rationale.
- *Reduce Misconduct Incidents* - Preventative measures and ongoing education contribute to fewer complaints over time. Lessons learned gained from complaints are used to strengthen Board culture and improve practices.

## 7. Type of Resolutions

### Informal Conflict Resolution

7.1 The PBC favours early resolution of conflicts when appropriate and possible. Concerns and conflicts addressed at the earliest opportunity can prevent situations from escalating without having to go through a formal process.

Informal Conflict Resolution involves more personal, flexible, and often quicker methods that focus on communication, understanding, and collaboration. Measures may include, but not limited to, assisted discussions between the parties involved or facilitated conversations and mediation in collaboration with ICMS offered by the Treasury Board Secretariat (TBS).

If a formal complaint is filed under this Process, the parties will be invited to consider Informal Conflict Resolution, if appropriate. Even if the complaint is handled informally, the complaint as well as the conclusions of the informal conflict resolution will be documented in a secure database.

### Formal Complaint Resolution

7.2 When informal conflict resolution has been declined, proves unsuccessful or is deemed inappropriate given the circumstances, a formal complaint resolution will be initiated. A formal complaint resolution is a structured process that involves an investigation, to collect factual information related to the allegation presented in the complaint. The Process is designed to address concerns regarding an alleged misconduct inconsistent with the Code.

## 8. Roles, Responsibilities and Expectations

### 8.1 **Board members** are expected to:

- a) Comply with the Code;
- b) Encourage the ethical and professional conduct of their colleagues;
- c) Promptly share with their Vice-Chairperson, any concerns related to a potential breach under the Code; and
- d) Make use of the Process if they have experienced or witnessed the alleged misconduct of a Board member.

### 8.2 **Vice-Chairpersons** are expected to:

- a) Adhere to the Code;
- b) Encourage and promote the ethical and professional conduct of their colleagues;
- c) Bring concerns in relation to potential breaches of the Code to the attention of the PSS of the Board Member Secretariat for guidance;
- d) Address any alleged issue/complaint in a sensitive, confidential, respectful and timely manner;
- e) Inform the Complainant of the different recourse mechanisms they can pursue based on the situation;
- f) Exercise discretion and limit the discussion of the complaint to those who have a need to know as part of the Process;
- g) Treat all involved parties in a respectful manner; and
- h) Support the Board member throughout the Process.

### 8.3 **Complainants, Respondents** and **Witnesses** are expected to:

- a) Provide the required information at each step outlined in the Process;
- b) Cooperate in all steps identified in the Process;
- c) Exercise discretion and limit the discussion of the complaint to those who have a need to know as part of the resolution of the complaint;
- d) Continue to treat all involved parties in a respectful manner; and

- e) Ensure timely responses throughout the Process and advise the PSS when not feasible.

8.4 The **Investigating Official** is expected to:

- a) Address any alleged complaint in a sensitive, confidential, respectful and timely manner;
- b) Exercise discretion and limit the discussion of the complaint to those who have a need to know as part of the Process;
- c) Follow all applicable steps and timelines in the resolution of a complaint as identified in the Process;
- d) Review the complaint in an impartial, fair, respectful and transparent manner. Should the Investigating Official, at any point during the Process, assess that they are unable to remain impartial, they are to inform the PSS at the earliest opportunity;
- e) Apply the principles of procedural fairness;
- f) Conduct the investigation in accordance with the [Official Languages Act](#) and the [Privacy Act](#), as well as all other applicable legislation and policy;
- g) Maintain proper record keeping, as outlined in the Process; and
- h) Adhere to service standards and strive to complete the investigation and final report in a timely manner.

8.5 The **Executive Official** is expected to:

- a) Apply all applicable steps in the resolution of a complaint as identified in the Process;
- b) Decide, at any time during the Process, to request a third-party expert as the Investigating Official, if applicable;
- c) Review the findings of the Investigating Official's investigative report and determine if the complaint is founded;
- d) Direct the Board Member Secretariat (BMS) and/or the region/division to implement resolution measures, as appropriate;
- e) Exercise discretion and limit the discussion of the complaint to those who have a need to know as part of the Process;

- f) Participate in the review of the complaint in an impartial, fair, respectful and transparent manner. Should the Executive Official, at any point of the Process, determine that they are unable to remain impartial in the investigation, they must inform the PSS at the earliest opportunity; and
- g) Ensure that all steps are completed in a timely manner.

8.6 The **Professional Standards Section** is expected to:

- a) Inform the Complainant of the different recourse mechanisms that they can pursue based on the situation, if applicable;
- b) Conduct a preliminary assessment of the complaint to determine whether it is admissible and determine if informal conflict resolution can be proposed;
- c) Determine (the Director of BMS) whether the investigation should continue or be suspended if either party is on extended leave;
- d) Designate the Investigating Official as well as the Executive Official;
- e) Provide all relevant material to the Investigating and Executive Official and confirm expected timelines;
- f) Be the Project Authority for Procurement when an external Investigating Official is needed and prepare all contracting documents;
- g) Share documents (complaint, draft and final report, action plan) between the Investigating Official, the Executive Official, the Complainant and the Respondent;
- h) Offer support through available resources to all parties involved in the Process;
- i) Provide information regarding the Process to the Complainant, Respondent, and Witness;
- j) Liaise with various PBC Divisions (notably the Legal Services Unit, the Center of Expertise, Staffing and Labour Relations, the National Occupational Health and Safety Unit, the Senior Officer for Internal Disclosure, etc.) for guidance and advice, as applicable;
- k) Prepare the proposed action plan containing recommended resolution measures;
- l) Debrief participants and those affected by the conclusion, resolution measures and the action plan, if applicable;
- m) Ensure that appropriate resolution measures as well as an action plan to resolve a founded complaint are put in place, if applicable;

- n) Manage a secured database of all complaints submitted under the Process;
- o) Draft the documentation from the Chairperson to the Minister; and
- p) Liaise (Director, BMS) with the Minister's Office and the Privy Council Office when required and appropriate.

8.7 The **Executive Vice-Chairperson** is expected to:

- a) Foster awareness among Board members of the expected behaviours of professional and ethical conduct as conveyed in the Code and the Values and Ethics Code for the Public Sector.
- b) Oversee the work of the Board Member Secretariat, which encompasses all activities related to the management and review of complaints involving Board member conduct; and
- c) Recommend to the Chairperson the resolution measures retained as part of the action plan and confirm their completion.

8.8 The **Chairperson** is expected to:

- a) Foster awareness among Board members of the expected behaviours of professional and ethical conduct as conveyed in the Code and the Values and Ethics Code for the Public Sector.
- b) Approve the action plan which includes the resolution measures and timelines to be implemented; and
- c) Recommend to the Minister, where necessary, that an inquiry is held to determine whether any member of the Board should be subject to disciplinary or remedial measures for any reason set out in any of paragraphs 155.2 (2) (a) to (b) of the CCRA.

8.9 The **Minister of Public Safety** is expected to:

- a) Receives recommendations from the Chairperson that an inquiry be held, pursuant to subsection 155.1 (1) of the CCRA;
- b) Determines the appropriateness of an inquiry; and
- c) Where an inquiry under section 155.1 has been held, provides a copy of the report to the Governor in Council, who may suspend a Board member without pay, remove the Board member from office, or take other disciplinary or remedial measures (subsection 155.2 (3)).

- 8.10 The **Privy Council Office** is expected to:
- a) Provides advice, support and guidance to the PSS for formal complaints against Board members.

## 9. The Complaint Resolution Process (the Process)

The organization is committed to ensuring that complaints related to the conduct of Board members are addressed in a fair, timely, and consistent manner. The following outlines the high-level process for receiving, assessing, and resolving complaints.

### 9.1 Acknowledgement and Notification

- 9.1.1 Upon receipt of a complaint, an acknowledgement must be issued promptly, and the Director, BMS must be informed immediately.
- 9.1.2 The appropriate Vice-Chairperson and/or Senior Management, the EVC and the Chairperson will be informed for situational awareness.
- 9.1.3 Once a complaint is received, any preliminary action or activity undertaken prior to its receipt should be reviewed in collaboration with the PSS to determine whether it should be pursued or interrupted.

### 9.2 Admissibility Assessment

- 9.2.1 A preliminary assessment will be conducted to determine the admissibility of the complaint.
- 9.2.2 For a complaint to be deemed admissible, the following elements must be present:
  - The allegation made in the complaint is in relation to the conduct of a PBC Board member;
  - The alleged misconduct is inconsistent with the Code; and
  - The alleged misconduct occurred in the workplace or at any location or any event related to work.
- 9.2.3 More information may be requested from the Complainant to determine the admissibility.
- 9.2.4 A Complaint deemed frivolous, vexatious, or made in bad faith will be considered inadmissible and documented accordingly.

### 9.3 Notification of Admissibility

- 9.3.1 The Director, BMS, the appropriate Vice-Chairperson and/or Senior Management, the EVC and the Chairperson will be notified of the admissibility of the complaint.
- a) If deemed inadmissible, the Complainant and the appropriate Vice-Chairperson will be advised. The complaint will not be further reviewed, and the file will be closed.
  - b) If the complaint is deemed admissible, the Complainant, the Respondent and the appropriate Vice-Chairperson will be notified. The Respondent will be provided a copy of the complaint. Informal conflict resolution will be offered when applicable.

### 9.4 Informal Conflict Resolution

- 9.4.1 Both the Complainant and the Respondent must voluntarily agree to participate in this confidential process and accept that the complaint be shared with the ICMS. The PSS will be responsible for making the arrangements with the ICMS.
- 9.4.2 While the parties benefit from informal conflict resolution services, the Process and the deadlines set out therein will be suspended.
- 9.4.3 Should the parties reach an agreement during informal conflict resolution, the Process ceases, and the matter is considered closed.
- 9.4.4 If declined or unsuccessful, the complaint proceeds to investigation. The Investigating Official will be designated and will proceed with conducting an administrative investigation.
- 9.4.5 The parties may decide to use informal conflict resolution at any point during the Process. Whenever it is held, the investigation process is suspended and is only resumed if the informal conflict resolution is unsuccessful.

### 9.5 Designating an Investigating Official and Executive Official

- 9.5.1 The appropriate Investigating and Executive Officials will be designated based on the person identified as the Respondent of the complaint. These roles may be assigned to a Vice-Chairperson, a third-party expert, the EVC or the Chairperson, as appropriate.
- 9.5.2 When a third-party expert is designated as the Investigating Official on behalf of the PBC, additional delays may occur due to the time required to establish a contract.
- 9.5.3 For a complaint concerning the EVC or Chairperson, the Privy Council Office will be consulted to determine the most appropriate course of action.
- 9.5.4 The Executive Official can, at any time, request a third-party expert to be the Investigating Official.

## 9.6 Administrative Investigation

### Status of Parties during the Investigation

- 9.6.1 During the investigation, temporary arrangements may be considered to support a safe and secure work environment. These arrangements are not intended to address or correct the alleged misconduct.
- 9.6.2 If either party is on extended leave, the Centre of Expertise – Staffing and Labour Relations will be consulted for guidance and advice, as applicable, to determine whether the investigation should proceed or be suspended. All parties will be informed of the decision.

### Administrative Investigation

- 9.6.3 All parties will be informed of the identity of the Investigating Official to identify if there is an appearance of conflict of interest.
- 9.6.4 The Investigating Official will be provided all relevant material as well as the timelines as per the Process.
- 9.6.5 The Investigating Official may request a written declaration (dated and signed) from the involved parties, when gathering information or seeking clarification.
- 9.6.6 The Investigating Official may interview or meet with involved parties as needed. They must inform them of the following:
- a) the reason why they are being interviewed;
  - b) the need to ascertain all relevant facts;
  - c) that the confidentiality of the persons reporting incidents or making allegations cannot be guaranteed pursuant to the [Privacy Act](#) and/or the [Access to Information Act](#), but that all reasonable steps will be taken to treat the complaint in a discreet manner; and
  - d) that the [Privacy Act](#) and/or the [Access to Information Act](#) governs the release of all information pertaining to the investigation.
- 9.6.7 If the Investigating Official uncovers a potential criminal offense during the administrative investigation, they must immediately inform the Director, BMS. Since such allegations fall outside the scope of the Process, they may need to be addressed through the [Criminal Code](#). The Director will also report the discovery to the Departmental Security Officer, the EVC, the Chairperson, and, if appropriate, to the relevant law enforcement agencies.

## 9.7 Findings of the Investigation

### Draft Report

- 9.7.1 The Investigating Official will prepare a draft investigation report containing the preliminary findings of facts. The draft investigation report will be fact-based and will not offer analysis or recommendation.
- 9.7.2 The draft report must include:
- a) a summary of the allegation made by the Complainant (the complaint);
  - b) the specific section of the Code alleged to have been breached;
  - c) a transcript of the pertinent portion of the audio recording of the hearing, if applicable; and
  - d) all original documents, including declarations by all parties and meeting notes.
- 9.7.3 The draft investigation report will be shared with both the Complainant and Respondent to allow them to validate the accuracy of the facts.

### Final Report

- 9.7.4 The Investigating Official must provide a final report outlining the findings of the investigation. This report will be shared with the Executive Official.
- 9.7.5 The final report should provide a detailed analysis of the information gathered and present the findings of the investigation. As such, it must include:
- a) the draft investigation report as it was shared with all of the parties;
  - b) the responses from the Respondent and the Complainant to the draft investigation report;
  - c) an analysis of all information considered;
  - d) a proposed conclusion as to whether the complaint is founded or unfounded; and
  - e) suggested resolution measures, if applicable.

## 9.8 Final Report Analysis

- 9.8.1 After careful consideration of the investigation report and having ensured that the principle of procedural fairness was applied throughout the process, the Executive Official shall determine whether to:

- accept the conclusions and/or recommended resolution measures;
- reject the recommended resolution measures while maintaining the conclusions;
- reject the conclusions; or
- under exceptional circumstances (e.g., evidence of bias, procedural flaws, or investigative negligence), request that a new investigation be conducted by an alternative Investigating Official.

9.8.2 Regardless of whether the Executive Official accepts or rejects the conclusion of the report, all parties involved, including the appropriate Vice-Chairperson, will be informed.

9.8.3 In determining whether to implement resolution measures, the Executive Official will consider any prior misconduct by the Board member, the gravity of the misconduct, or any other relevant factors and circumstances.

9.8.4 After the Executive Official has decided whether to accept the conclusion in the investigation report, and consequently, whether a breach of the Code occurred, there is no option for re-examination under this Process, except as provided under section 9.8.1. in exception circumstances.

## **9.9 Resolution Measures**

9.9.1 The PSS will provide the suggested resolution measures as well as a proposed action plan based on the report's findings to the Executive Official.

9.9.2 The Executive Official will confirm the resolution measures to be implemented, as approved by the Chairperson, and ensure that a corresponding proposed action plan with reasonable timelines is established and communicated to the Complainant, the Respondent and the appropriate Vice-Chairperson and/or Senior Management.

9.9.3 Any proposed change to the action plan by either party should be communicated. The revision will be reviewed and finalized in consultation with the Executive Official and with the approval of the Chairperson.

9.9.4 Once the resolution measures have been established and if required, the National Occupational Health and Safety Unit at National Office will be informed of the prevention measures that need to be implemented by the division/region.

## **9.10 Debriefs**

9.10.1 Once an action plan is considered final by the Executive Official:

- a) if possible and applicable, the Complainant and the Respondent will be encouraged to participate in a facilitated conversation led by a neutral third party, such as ICMS.
- b) If a joint conversation is not possible, both do not agree to participate or not applicable, individual conversations with the two parties will be held to review the conclusion and any resolution measures to be adopted to promote a professional and respectful workplace.

In instances where the complaint involves a public servant, a representative from the Centre of Expertise – Staffing and Labour Relations team will be invited to the meeting.

- 9.10.2 The conclusion and the resolution measures to be implemented will be communicated to Senior Management of the region/division affected by the complaint, if required.
- 9.10.3 The PSS is responsible for monitoring the implementation of the action plan and reporting progress to the EVC, as per the established schedule, until the plan has been finalized. The Chairperson will be briefed by the EVC or Director, BMS at key points throughout the implementation process.
- 9.10.4 The PSS is also to address any concern pertaining to the non-completion or non-compliance of the action plan and responsible to consult with the EVC on the preferred course of action.
- 9.10.5 Once the EVC decides on the completion of the resolution measures (action plan), the Process will be considered completed.
- 9.10.6 The conclusion of the complaint, if founded, as well as the progress of the resolution measures (action plan), will be documented in the Respondent's Board member's annual evaluation and saved in their personal file.

## **9.11 Recommendation to the Minister**

- 9.11.1 The Chairperson may recommend to the Minister that an inquiry be held to determine whether a Board member should be subject to any disciplinary or remedial measures, at any point during the Process, including prior to the official findings. Should the Chairperson choose to exercise their authority as per subsection 155.1 (1) of the CCRA, the parties involved will be advised and the Process will cease.
- 9.11.2 Should the Chairperson wish to exercise their authority; they will send a letter to the Minister requesting that an inquiry be initiated as per subsection 155.1 (1) of the CCRA.

See subsection [151.1 \(1\)](#) of the CCRA for the next steps.

## Annex A - Definitions

**“Board member”** means an individual appointed to the PBC by the Governor in Council, which includes Board members, Vice-Chairpersons, the Executive Vice-Chairperson and the Chairperson.

**“Complaint”** means the expression of the grievance or concern, regarding the conduct of a Board member, which is submitted to the PSS.

**“Complainant”** means any individual presenting the complaint. The Complainant can be anyone who has experienced or witnessed (directly or indirectly) the alleged misconduct.

**“Executive Official”** means the individual to whom the Investigating Official will report their findings and who determines if the complaint is founded. The Executive Official also provides direction on the resolution measures to be adopted to resolve the complaint.

**“Investigating Official”** means the individual in charge of the investigation of a complaint.

**“Procedural fairness”** means that a process should be fair. It is based on two principles: the right to be heard, by which parties have the opportunity to make declarations, and the rule against bias, by which the Investigating Official and the decision-maker are to remain impartial.

**“Respondent”** means the Board member against whom the complaint has been filed.

**“Senior Management”** means an individual at a high level of organizational leadership who is responsible for setting strategic direction, making major corporate decisions, and overseeing the overall operations and performance of the organization (e.g., Director, Director General, Regional Director General, etc.).

**“Witness”** means any individual who has personal knowledge of events alleged in the complaint, whom an Investigating Official may interview.

**“Workplace harassment and violence”** means any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment.

## Annex B - How to Submit a Complaint

- A complaint regarding the conduct of a Board member may be submitted to the PSS using the [online form](#) or in one of the following ways:
  - By email: [Professional\\_Standards-Normes\\_professionnelles@PBC-CLCC.GC.CA](mailto:Professional_Standards-Normes_professionnelles@PBC-CLCC.GC.CA)
  - By mail at the following address:  
Board Member Secretariat – Professional Standards Section  
Parole Board of Canada  
410 Laurier Avenue West, 5<sup>th</sup> Floor  
Ottawa, Ontario  
K1A 0R1
- The Complainant must ensure that their allegation is as complete as possible to permit the PSS to determine the admissibility of the complaint and to avoid delays in the Process.

A written complaint must contain the following information:

- a) The Complainant's name; anonymous complaints cannot be accepted under this Process;
  - b) The name of the individual against whom the allegation is made (Respondent);
  - c) A clear and detailed description of the allegation being made (including where and when the alleged misconduct took place, the sequence of events, timeframe, etc.);
  - d) Any documentation which corroborates the allegation made in the complaint; and
  - e) The name of any other parties involved (i.e.: witness to the alleged event), if applicable.
- A complaint may be filed by a group of individuals, but it must be signed by all those concerned.

A complaint may only be withdrawn if the matter has been resolved, the nature of the resolution is documented, and the Complainant confirms the resolution in writing.