

**Town of Deep River
POLICY / PROCEDURE MANUAL**

Corporate Policies and Procedures				
DEPARTMENT: Human Resources			POLICY NO.: H-001	
POLICY NAME: Workplace Conduct Policy				
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POLICY

The Town of Deep River is committed to providing a safe, healthy and supportive work environment for its employees. As such, the town will not tolerate discrimination, harassment, threats or violence of any form be they implied, emotional / verbal, physical or sexual. This includes commission by the employer, agent of the employer, another employee, or any person with whom an employee comes into contact within the normal performance of his / her duties. Violence and harassment in the workplace can have devastating effects on employees' quality of life and organizational productivity. All reports of incidents are to be taken seriously and dealt with appropriately. Employees who are found to have engaged in such conduct are subject to disciplinary action, up to and including dismissal. This policy shall be applied and distributed to all current and future new employees.

PURPOSE

For the purposes of this policy, 3 key areas are contained and addressed:

- Section A: *Ontario Human Rights Code Violation*
- Section B: Workplace Sexual Violence and Harassment Prevention
- Section C: Misconduct in the Workplace

Section A: Ontario Human Rights Code Violation

This section of the policy defines the rights and responsibilities with respect to harassment and discrimination in the workplace. It also defines the procedures to be followed when a complaint of harassment or discrimination is made.

PURPOSE

- Educate workers in the recognition and prevention of illegal workplace harassment or discrimination and to provide an effective means of eliminating such harassment or discrimination from the workplace.
- Ensure that individuals are aware of and understand that acts of workplace harassment or discrimination are considered a serious offence for which necessary action will be imposed.
- Ensure that those subjected to acts of workplace harassment or discrimination are encouraged to access any assistance they may require in order to pursue a complaint.
- Ensure that individuals are advised of available recourse if they are subjected to or become aware of situations involving workplace harassment or discrimination.

APPLICATION

This section applies to the conduct of all individuals in the workplace including employees, Elected officials, ratepayers, clients, contractors, volunteers, students, visitors and others.

For purposes of this policy, the workplace includes all locations or situations in which activities related to the Town of Deep River are carried out, including but not limited to:

- Activities in the workplace.
- Work assignments outside of the workplace.
- Work-related social functions.
- Work-related conferences and training.
- Work-related travel.
- Internet related activities

DEFINITIONS

Harassment on the Prohibited Grounds

Harassment is defined by the *Ontario Human Rights Code* as engaging in a course of vexatious comment or conduct that is known or ought reasonably to be known to be unwelcome on the following prohibited grounds: race, ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or disability. This may include any behavior that is known or ought reasonably to be known to be offensive, embarrassing or humiliating to other individuals and may further include visual representation, electronic messages, written messages, verbal and/or physical conduct.

Sexual Harassment

Sexual harassment may be experienced by men, women or other gender designations. Sexual harassment includes, but is not limited to, the following:

- Any deliberate and unsolicited sexual comment, suggestion or physical contact that creates an uncomfortable working environment for the recipient and is made by a person who knows or ought reasonably to know that such action is unwelcome.
- A sexual advance or solicitation made by a person where the person making the advance or solicitation knows or ought reasonably to know that it is unwelcome.
- A reprisal or threat of reprisal for the rejection of a sexual solicitation or advance where the reprisal is made or threatened by a person in a position to confer, grant or deny a benefit or advancement to the person.
- Unwelcome remarks, jokes, sexual innuendoes, or taunting about a person's body, attire, sex, personal or social life.
- Practical jokes of a sexual nature, which cause awkwardness or embarrassment.
- Displaying and/or distributing pornographic pictures or other offensive material of a sexual nature, either through printed copy or personal computer.
- Leering (suggestive staring) or other gestures.
- Unnecessary physical contact such as touching, patting or pinching.
- Expressions of gender bias, which may include remarks that are discriminatory, degrading or derogatory and create a poisoned work environment.
- Requests for sexual favors.
- Sexual assault.
- Inappropriate internet or phone activity

Poisoned Work Environment

Harassment may also include behaviours, conduct, comments or activities, based on race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, same sex partnership status, family status or disability which are not directed at a specific individual, but nonetheless generate a degrading or offensive work environment for others. Some examples include: displaying of material that is sexually explicit or behavior or language which reinforces stereotypes and undermines self-respect or adversely affects work performance or work conditions.

Harassment Does Not Include

- Appropriate direction, evaluation, or discipline by a manager or supervisor.
- Stress associated with the performance of job duties.

- Friendly teasing or bantering that is mutually acceptable.
- Friendly or romantic behavior that is welcome and mutual.

RESPONSIBILITIES

All individuals in the Town of Deep River workplace are responsible for:

Reporting harassment or discrimination through the means of their choice. This includes: In writing and or in person, by telephone text or email or through another individual to a manager. This enables the Town of Deep River to take appropriate action.

The Town of Deep River is responsible for:

- Reviewing the policy and procedures on an annual basis to ensure that they are relevant and compliant with the needs of the town.
- Providing information on the policy to all affected persons.
- Investigating reported incidents of workplace harassment in an objective and timely manner.
- Determining if a third-party independent investigation is required
- Taking necessary action to respond to any alleged incidents.

Managers/Supervisors are responsible for:

- Respecting the rights of all employees of the Town of Deep River and any affected parties.
- Understanding and complying with this policy and ensuring that it is in force within the Town.
- Developing any necessary workplace arrangements that minimizes the risk of workplace harassment or discrimination.
- Communicating this policy to all affected persons.
- Taking action to prevent harassment or discrimination from occurring, including but not limited to: Identifying and putting a stop to inappropriate behaviour as defined by this policy and demonstrating a willingness to discuss and address concerns with workers.
- Ensuring that workers understand who to contact regarding concerns about the policy or when reporting an incident.
- Immediately reporting any violation of this policy or complaint of harassment or discrimination.
- Treating as confidential, all information regarding incidents of harassment or discrimination, mediation, or investigation of complaints.

Workers are responsible for:

- Complying with this policy and respecting the rights of all workers, contractors, clients, and program participants.
- Immediately reporting any violations of this policy to their immediate manager / supervisor.
- Treating as confidential, all information regarding incidents of harassment or discrimination, mediation, or investigation of complaints.
- Co-operating during investigations of harassment or discrimination complaints.

PROCEDURES

1. Any employee who believes he / she is the victim of discrimination or harassment will:
 - (a) Step 1:
Politely but firmly inform the offender that his/her conduct is offensive, against corporate policy, and must stop.
 - (b) Step 2:
Record dates, times, the nature of the unwelcome behavior, names of any witnesses, and the steps taken to stop the problem.
 - (c) Step 3:
Where a worker is uncomfortable with independent initiatives or such initiatives have failed to stop the conduct, report it in writing to a Department Head/supervisor, or Human Resources Specialist who will acknowledge that a complaint has been received and meet with the employee to determine scope and next steps.
 - (d) Step 4:
If no action is taken or the problem is not resolved within a reasonable timeframe, report the problem to the Human Resources Specialist (or designate).

Employees must be aware that when a complaint is lodged, the Human Resources Specialist (or designate) conducts an investigation that includes interviews with the complainant, the alleged offender, and any witnesses; and that, depending on the outcome of the investigation, the action may result in disciplinary penalties up to and including discharge, and / or action through the courts.

Any complaint made with a malicious intent or in bad faith is regarded as a serious offence and subject to disciplinary action.

2. The following apply to Manager / Supervisors responsibilities:

- (a) Managers / Supervisors are responsible for dealing with any incidents of discrimination or harassment in their area of responsibility that they become aware of, even if an employee has not lodged a formal complaint.
 - (b) Prior to initiating any employer investigation, the Manager / Supervisor will review the current Collective Agreement related to employee rights to union representation.
 - (c) When a complaint has been submitted in writing, Managers / Supervisors shall immediately acknowledge that a complaint has been received, advise the Human Resources Specialist, or designate, and, within two (2) working days of receipt of a complaint, commence appropriate action, using the utmost discretion to maintain confidentiality and to respect the rights and dignity of all parties involved. This action includes:
 - (i) Step 1:
Documenting the case.
 - (ii) Step 2:
Interviewing the complainant to obtain all pertinent facts, to ascertain that the complainant has followed section 1 (Step 1 or Step 3) and to determine if the complainant wants a representative (union or non-union) involved (if applicable).
 - (iii) Step 3:
Interviewing and informing the alleged offender of the complaint; ensuring that he/she is aware of the contents of this policy including the procedure regarding reprisal/threat of reprisal as well as his/her rights under the collective agreement (if applicable).
 - (iv) Step 4:
Identifying and utilizing all avenues of immediate resolution or possible resolution.
 - (v) Step 5
Interviewing witnesses, if any.
 - (vi) Step 6
In consultation with the Chief Administrative Officer (or designate), recommending any corrective or disciplinary action to be taken.
3. Should a complaint be directed to the position of Chief Administrative Officer, the procedure is as follows:
- i. Complaint against the Chief Administrative Officer:

You may present your complaint in an oral and written presentation to the Mayor of Council. The Mayor will review the complaint and then present it to the Council as appropriate.

ii. Complaint against the Human Resources Specialist:

You may present your complaint in an oral and written presentation to the Chief Administrative Officer.

4. The following apply to disciplinary measures:

- (a) Where the investigation concludes that harassment or discriminatory conduct contrary to this policy and / or the *Ontario Human Rights Code* has occurred, the Employer may implement appropriate discipline up to and including discharge from employment in accordance with the Employer's disciplinary policy.
- (b) Where the investigation results suggest the existence of a systemic issue in the work environment which caused or contributed to the incident, management will take the appropriate actions to correct the issue.
- (c) The Employer may take whatever remedial action is necessary in order to eliminate the possibility of discriminatory or harassing conduct reoccurring which may include attendance at education or training sessions.
- (d) Other remedial measures appropriate to the circumstances.
- (e) Any reprisal or threat of reprisal against an employee making a complaint or participating in the investigation of a complaint is regarded as a serious offence, subject to disciplinary action, and may result in a reprimand, suspension, or dismissal.

Section B: Workplace Sexual Violence and Harassment Prevention

PURPOSE

This section of the policy defines behavior that constitutes sexual workplace violence and harassment and explains procedures for reporting and resolving such incidents. It is designed to familiarize all workplace parties with the related terminology as well as their individual responsibilities for prevention and corrective action. To establish this policy, the Town of Deep River has consulted the joint health and safety committee (JHSC) and the following legislation governing workplace sexual violence and harassment in Ontario:

The Occupational Health and Safety Act
The Criminal Code of Canada
The Ontario Human Rights Code
The Workplace Safety and Insurance Act, 1997
The Compensation for Victims of Crime Act

The Town recognizes the potential for sexual violence and harassment in the workplace. We will therefore make every reasonable effort to identify all potential sources of such

risk to eliminate or minimize them through our workplace sexual violence and harassment prevention protocol. The Town of Deep River will not tolerate any type of sexual violence or harassment within the workplace or during work related activities.

APPLICATION

This section of the policy applies to the conduct of all individuals in the workplace, including employees, contractors, volunteers, students, visitors and others. For the purpose of this policy, the workplace includes all locations or situations in which activities town business are carried out including but not limited to:

- Activities in the workplace.
- Work assignments outside of the workplace.
- Work-related social functions.
- Work-related conferences and training.
- Work-related travel.
- Internet or phone related activities

DEFINITIONS

The definition of workplace sexual harassment has been established as:

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought to be reasonably known to be unwelcome; or
- b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought to reasonably know that the solicitation is unwelcome.

ROLES AND RESPONSIBILITIES

All town of Deep River employees are responsible for the reporting of sexual violence or harassment in order to enable the Town to take appropriate action.

Employer Responsibilities

- Review the policy and procedures in consultation with the Joint Health and Safety Committee, on an annual basis to ensure that it is relevant and compliant with the needs of the town.
- Ensure that measures and procedures in the sexual violence and harassment prevention

Section of the policy is carried out.

- Ensure compliance by all who have a relationship with the organization's employees, such as elected officials, physicians, contractors, volunteers, etc.
- Make this policy available to all employees in the workplace and providing information on this policy to all affected persons.
- Establish and deliver training and education on sexual violence and harassment prevention, identification and the reporting process for incidents of sexual violence and harassment as needed.
- Investigate all reports or threats of sexual violence and/or harassment in a prompt, objective and sensitive way.
- Take necessary corrective action and response measures.

Senior Management / Managers / Supervisors' Responsibilities

- Understand, comply and enforce this policy within the Town and ensure that employees are aware of the contents of this policy.
- Identify potential threats of workplace sexual harassment and violence and alert staff to potential hazardous situations.
- Address any and all incidents of sexual harassment or violence in the workplace that they become aware of, even if an employee has not lodged a formal complaint.
- Ensure employees are aware of who to contact regarding concerns about this policy or reporting an incident.
- Take immediate action when necessary, including but not limited to, calling the police or ambulance services.
- Investigate all reports of workplace sexual harassment and violence using the Town's Investigation Protocol.
- Treat as confidential, all information regarding incidents of workplace sexual harassment and/or violence.
- Take action to prevent workplace sexual harassment or violence from occurring, including but not limited to identifying and preventing inappropriate behavior as defined by this policy and demonstrate a willingness to discuss concerns with workers.

Worker Responsibilities

- Understand and comply with this policy and respect the rights of all workers, contractors, clients, volunteers, students and program participants.
- Report any violations of this policy to your immediate supervisor/manager.
- Co-operate during investigations of sexual harassment or violence complaints.
- Seek support when confronted with threats of sexual harassment or violence.
- Communicate this policy to all affected persons.
- Treat as confidential, all information regarding incidents of workplace sexual harassment and/or violence.

PROCEDURE

1. Reporting an incident

Employees must be aware that when a complaint is lodged the Manager / Supervisor (or designate) will conduct an investigation that includes interviews with the complainant, the alleged offender and any witnesses which may result in disciplinary action up to and including discharge, or action through the courts. The Town of Deep River will investigate all incidents or complaints of sexual harassment or violence in the workplace. There will be no reprisal or threat of reprisal against any employee making a complaint in good faith or participating in an investigation.

- a) Employees are to report all incidents of sexual harassment or violence to their immediate Manager in oral and written form. This initial report can be made confidentially at the employee's request. Components of any investigation would be disclosed on a "need to know" basis. If the Manager / Supervisor or CAO is absent the report should be made to the acting manager or to the Human Resources Specialist.
- b) Should the report of sexual harassment or violence be against the employee's immediate Manager / Supervisor, the employee should make this report orally and in writing to the Human Resources Specialist or Chief Administrative Officer.
- c) Should a complaint be directed against the position of Chief Administrative Officer (CAO) or the Human Resources Specialist the procedures is as follows:
 - i. Complaint against the Chief Administrative Officer:
You may present your complaint in an oral and written presentation to the Town of Deep River's Council, addressed to the attention of the Mayor. The Mayor will review the complaint with council and then present it to the HR coordinator or a third party as the Council determine appropriate.
 - ii. Complaint against the Human Resources Specialist:
You may present your complaint in an oral and written presentation to the Chief Administrative Officer (CAO). The CAO will determine if a third-party independent investigator is required.
- d) Information about an incident or complaint, including identifying information of the individuals involved, will not be disclosed unless necessary for investigation or corrective action purposes.
- e) Any complaint made with a malicious intent or in bad faith is regarded as a serious offence and is subject to disciplinary action.

- f) When a complaint has been received in writing, the manager (or designate) will acknowledge receipt of the complaint and commence appropriate action within 2 (two) working days or 36 (thirty-six) hours using the utmost discretion to maintain confidentiality and to respect the rights and dignity of all parties involved.
- g) Employees maintain the right to file a grievance with the appropriate bargaining unit, or to pursue complaints under other available processes (i.e., Criminal Court, the *Ontario Human Rights Code*).

2. Response and Investigation

Following the report of an incident or complaint of sexual harassment and / or violence, the CAO and the appropriate Manager with the assistance of the Human Resources Specialist shall:

- (a) Coordinate an immediate investigation, in co-operation with police services or through a trained investigator, when any incident or potential incident of sexual harassment or violence is reported, in order to assess the risk or continued risk to Town employees:
 - (i) Investigations may include interviews with the employee, significant other, supervisors, and other employees; a review of previous incidents if available, and consultations with the Health and Safety Committee Co-Chairs.
 - (ii) Where a Bargaining Unit employee makes a claim against any employee outside of the Bargaining Unit, the Bargaining Unit representative will not be involved in the investigation meetings.
- (b) If sexual harassment or violence or threats are found to have occurred, take immediate steps to eliminate the risk and any possible recurrence.
- (c) Develop or recommend, and monitor, the implementation of an action plan until there is a final resolution of the risk of violence.
- (d) Document any information received or action taken in a separate file and take measures to protect the confidentiality of this information.
- (e) A summary of the incident will be kept in the personnel file and all other related documents will be kept in a separate confidential file.
- (f) The Manager (or designate) will inform the employee and alleged harasser in writing of the results of the investigation, including if any corrective action has been taken.
- (g) Coordinate the provision of assistance to employees who were the target of sexual harassment or violence or witnesses to violence and who may suffer adverse effects from the situation.
- (h) Ensure that all employees receive a copy of this policy and coordinate general training as well as specific training in response to identified needs.

Support for Employees affected by Workplace Sexual Harassment or Violence

- a) Interventions that may form part of a risk assessment or plan of action for a town employee who is the subject of a report or investigation may include referral to the employee's physician, referral to Employee Assistance Program, use of short-term disability or temporary leave of absence, referral to counseling and other services, fitness for duty evaluation and other appropriate interventions.
- b) The Town staff that have witnessed or experienced a traumatic event may require special support. Their special needs will be acknowledged and accommodated. The Human Resources Specialist can offer a list of appropriate sources for alternative support. The Human Resources Specialist or Designate will advise affected staff of their support options and assist in coordinating any special assistance required.

Section C: Misconduct in the Workplace

DEFINITIONS

Bullying

Bullying is typically a form of repeated, persistent, and aggressive behavior directed at an individual or individuals that is intended to cause, or should be known to cause, fear, distress and / or harm to another individual physically, psychologically, socially, or to their reputation or property, or to create a negative environment in the workplace for the individual. Bullying occurs in a context where there is a real or perceived power imbalance, (e.g., reporting relationship, job class, intelligence, economic status, age, gender, etc.). The behavior includes the use of any physical, verbal, electronic written or other means.

Violence

For the purposes of this policy, violence is defined as any conduct, threatened or actual, by any person that causes or is likely to cause injury, and includes any threatening statement or behavior that gives an employee reasonable cause to believe that he / she is at risk of injury.

Workplace Violence

Workplace violence includes:

- Threatening behavior such as shaking fists, destroying property, or throwing objects.
- Verbal or written threats – any expression of intent to inflict harm.
- Harassment – any behavior that demeans, embarrasses, humiliates, annoys, alarms, or verbally abuses a person and that is known or would be expected to be unwelcome. This includes words, gestures, intimidation, bullying, or other inappropriate activities.

- Verbal abuse – swearing, insults, or condescending language.
- Physical attacks – hitting, shoving, pushing, or kicking.’
- Inappropriate internet or phone activities

Rumors, swearing, verbal abuse, pranks, arguments, property damage, vandalism, sabotage, pushing, theft, physical assaults, psychological trauma, anger-related incidents, rape, arson, and murder are all examples of workplace violence.

Workplace violence can occur at off-site town of Deep River business-related functions, at social events related to work, in employee’s homes, or away from work but resulting from work (e.g., a threatening telephone call to an employee’s home from a client).

REQUIREMENTS

- I To ensure early identification and prevention of violence in the workplace, all employees are responsible for reporting, in writing to their manager and / or supervisor any incident committed by a town employee, a client, or a member of the public, that constitutes a potential or actual threat of violence towards a town employee, especially if one or more of the following factors is known to be present or to have occurred (this list is not exhaustive):
 - (a) Threatening statements to do harm to self or others.
 - (b) References to other incidents of violence.
 - (c) Intimidating behavior such as insubordination, open defiance, pestering, or confrontational behavior.
 - (d) History of violent, reckless, or anti-social behavior.
 - (e) Recent marked decline in performance.
 - (f) Major change in personality, mood, behavior, or standards of personal grooming.
 - (g) Obsessions with persons or things, particularly weapons.
 - (h) Experiencing what appears to be serious stress in personal life.
 - (i) Substance abuse.

3. Senior Management members are responsible for:
 - (a) In consultation with the Human Resources Specialist, coordinating specific training for employees when such a need in their department has been identified.
 - (b) Providing active support to managers in implementing this policy.
 - (c) Exercising responsibilities similar to those described for managers, for their area of responsibility.

3. Managers / supervisors are responsible for:
 - (a) Ensuring that all employees are aware of the contents of this policy.
 - (b) Promoting enrollment in training courses in these areas that are available to employees.
 - (c) Ensuring that their own skills in these areas are current.
 - (d) Being aware of and using appropriate stress-defusing measures when dealing with clients and members of the public, and when conducting performance reviews or engaging in discipline and termination of employees.
 - (e) Intervening in any incident to implement this policy.
 - (f) Taking immediate action when necessary, including, but not limited to, calling the police, fire department, and ambulance services, and summoning employees certified in first-aid as needed.
 - (g) Immediately reporting to the Department Manager or Human Resources Specialist, any direct or veiled threats of violence made to an employee, and any action taken.

PROCEDURES

4. Following a report of an incident, the appropriate senior manager and the Human Resources Coordinator shall:
 - (a) Coordinate an immediate investigation, in co-operation with police services or through a trained risk assessor, when any incident or potential incident of violence is reported, in order to assess the risk or continued risk to employees:
 - (i) Investigations may include interviews with the employee, significant other, supervisors, and other employees; a review of previous incidents if available, and consultations with the Health and Safety Committee.
 - (ii) Where a Bargaining Unit member is the subject of an investigation, an appropriate Bargaining Unit representative is included as a member of the investigating team.
 - (iii) Where a Bargaining Unit employee makes a claim against any employee outside of the Bargaining Unit, the Bargaining Unit representative (see (ii) above) will not be involved in the investigation meetings.
 - (b) If violence or threats are found to have occurred, take immediate steps to eliminate the risk and any possible recurrence.
 - (c) Develop or recommend, and monitor, the implementation of an action plan until there is a final resolution of the risk of violence.

- (d) Document any information received or action taken in a separate file and take measures to protect the confidentiality of this information.
 - (e) Advise managers on how to minimize the risk of violence associated with performance appraisals, disciplinary measures and terminations and on courses relating to the management of violent and abusive behavior.
 - (f) Coordinate the provision of assistance to employees who were the target of violence or witnesses to violence and who may suffer adverse effects from the situation.
 - (g) Ensure that all employees receive a copy of this policy and coordinate general training as well as specific training in response to identified needs.
5. The employee shall:
- (a) Use appropriate stress-defusing behavior with clients and with members of the public.
 - (b) Report to the Manager, Supervisor, or the Human Resources Specialist, as appropriate, any early warning signs of a potentially threatening situation which arouse concern and any instances of threatening statements or threatening behavior which was directed at them or at any other employee of the Town.
 - (c) Co-operate fully in any fact gathering interviews which are designed to assess the risk of violence in the workplace and keep all information concerning the matter confidential.
- Failure to do so will result in disciplinary or other appropriate action.
6. Should a complaint be directed to the position of Chief Administrative Officer or the Human Resources coordinator, the procedures is as follows:
- (a) Complaint against the Chief Administrative Officer:
You may present your complaint in an oral and written presentation to the Mayor of Council. The Mayor will review the complaint and then present it to the Council of Deep River as appropriate.
 - (b) Complaint against the Human Resources Specialist:
You may present your complaint in an oral and written presentation to the Chief Administrative Officer.
7. The following apply to actions resulting from a report:
- (a) Employees who, with good intentions, provide information about behavior or actions which they perceive as threatening or potentially violent will not be subject to disciplinary or other action if their perceptions are not substantiated.
 - (b) An employee who is the subject of a report and who refuses to discuss potentially violent behavior or co-operate in interventions to assess or defuse the risk of workplace violence is, if information is uncovered through fact-finding to establish a reasonable possibility of risk, granted leave

without pay and benefits until he/she agrees to co-operate and provides proof of co-operation. Refusal to co-operate may result in dismissal if the employee has received written notice to that effect and has been given a reasonable opportunity to co-operate.

- (c) Interventions that may form part of a risk assessment or plan of action for a town employee who is the subject of a report or investigation may include referral to the employee's physician, use of short-term disability plan or temporary leave of absence, referral to counseling and other services, fitness-for-duty evaluation and other appropriate interventions. Extreme situations may warrant suspension, obtaining appropriate court orders and/or police involvement.
 - (d) Employees who are found to be at risk of engaging in violent conduct or who have engaged in violent conduct may be subject to suspension or dismissal if warranted. Disciplinary action will not normally be taken until all other avenues of assistance have been considered and found to be inappropriate or ineffective. Employees who engage in repeat violent behavior after a first incident is reported may be subject to immediate dismissal or suspension, pending the development of an appropriate plan of action.
 - (e) Where the threat or incident of violence has originated from an external source, actions that warrant consideration may include changes to the physical work space, changes to procedures to offer better support and protection, withdrawal of services, police intervention and the use of appropriate court orders.
 - (f) A summary of the incident will be kept in the personnel file and all other related documents will be kept in a separate file.
 - (g) This policy and its procedures do not abrogate any employee's right to file a grievance with the appropriate Bargaining Unit or to access other provisions of the Collective Agreement which may apply.
 - (h) Any reprisal or threat of reprisal against an employee making a complaint or participating in the investigation of a complaint is regarded as a serious offence, subject to disciplinary action, and may result in a reprimand, suspension, or dismissal.
8. The following apply to trauma support:
- (a) Town staff who have witnessed or experienced a traumatic event may need special support. Their special needs will be acknowledged and accommodated. The Human Resources Specialist maintains a list of available services that offer appropriate support.
 - (b) The Human Resources Specialist or designate will advise affected staff of their support options and will coordinate any special assistance that may be required.