



[TO BE PLACED ON LETTERHEAD]

[Date]

Private & Confidential

Sent via [email, mail, in-person, etc.]

[Person's name]

[Person's address]

Dear [Name]:

Re: Outcome of Complaint Investigation

We are writing to let you know the outcome of our investigation into your complaint.

We received your complaint on [date]. After meeting with you to talk about your concerns, we also met with [name of respondent] and certain witnesses. We reviewed all of the information and documents gathered in the investigation and have concluded that your complaint is [substantiated, unsubstantiated or inconclusive].

[Include if the complaint is substantiated]: As a result, we will be taking steps to make sure that your concerns do not happen again in the future. For reasons of confidentiality, we cannot tell you all of the steps that we will be taking but some of these steps include: [list actions that are not confidential]. We will follow-up with you about how you are feeling in the coming days.

If you are not happy with the outcome of our investigation, you can ask that your complaint be reviewed by the Minister of Children and Youth Services or investigated by PACY. You can call PACY to help you at any time at 1-800-263-2841.

If you have any questions or concerns about our investigation or its outcome, please let us know by contacting [insert contact information].¹

Thank you for bringing your complaint to our attention.

[Insert name]

¹ Rubin and Thomlinson, *Human Resources Guide to Workplace Investigations* (Canada Law Book: Aurora, 2006) at 205 to 206.