



Human Resource Risk Management
Workplace and Regulatory Investigations
Psychological Safety Management
Corporate Training

COPY

Investigation Report

**City of Leduc
Fire Services
Report #5
Retaliation/Intimidation/Harassment
G. Clancy**

**Complainant: Mindy Smith, Christa Steele
Respondent: George Clancy**

Date: December 20, 2021

Submitted by: Bob Stenhouse (the INVESTIGATOR)
Principal Director
Veritas Solutions

1. Executive Summary

1.1 This investigation report is supplemental to four reports stemming from initial allegations brought forward by two complainants, Mindy Smith (referred to as SMITH in this report) and Christa Steele (referred to as STEELE in this report). A third complainant surfaced, Tamara Osmak (referred to as OSMAK in this report) when she was interviewed as a witness. On June 2, 2020, Veritas Solutions was contracted to the City of Leduc.

1.2 This report #5, is to be read in conjunction with reports 1,2,3,4. Specifically, report #4 is related to Systemic Issues and other concerns, including the credibility assessments identified.

1.3 The initial complaints (reports 1,2,3) contain allegations related to:

- General harassment – contrary to City of Leduc policy and OHS legislation
- Gender discrimination – contrary to City of Leduc policy and Human Rights legislation
- Medical discrimination – contrary to City of Leduc policy and Human Rights legislation
- Sexual harassment – contrary to City of Leduc policy and Human Rights legislation
- Sexual Orientation discrimination – contrary to City of Leduc policy and Human Rights
- Retaliation – contrary to City of Leduc policy and legislation(s)

1.4 During the investigations, one of the respondents to the allegations was identified as Chief George Clancy. As a respondent he was provided with a Respondent Notification (**Appendix 1**). In the notification there is a direction and caution as related to confidentiality and retribution.

1.5 On September 1, 2021, two of the complainants to the investigations informed Veritas Solutions investigators, Patty McCallum and Barb SexSmith that they had been made aware of Facebook memes that CLANCY had posted that, in the words of one of them, SMITH stated:

I don't have social media (for this reason) but I was sent these memes as others clearly feel this is an attack directed to certain individuals.

I find it hard to believe all the "coincidental" things that have occurred to me, are actually coincidences, when Chief Clancy posts memes on social media, such as these, that are clearly attacking/intimidating individuals coming forward with concerns.

Words simply cannot express how I feel.

Complainant, STEELE also advised the investigators that she believed the memes to be directed at her and she felt intimidated and offended and "gaslighted."

1.6 A review of the posted memes identified several that were related to the concepts of betrayal, karma, revenge, being hurt by others, defamation, disloyalty, ungratefulness, and "two faced" friends. These are captured in the report below.

1.7 CLANCY had been asked to explain the memes by McCallum and SexSmith, during a third interview, on December 10, 2021, with him. He explained that he did feel betrayed, and he has a right to express that.

1.8 On December 15, 2021 a review of CLANCY's facebook page identified yet another meme that he had posted on October 14, 2021 – within days of his investigation interview. The meme stated

“your character will outweigh any lie told about you. Those that know you know you, know you”

1.9 Based on a review of the memes and the impact on the original complainants, there was a strong likelihood that the purpose of the memes was to identify CLANCY as the victim of lies and betrayal, and the complainants as the liars and betrayers. It is a reasonable interpretation that this action was intended as retaliation/retribution towards the complainants, as well as an attempt to influence and undermine the integrity of the investigations.

1.10 On December 15, 2021 CLANCY was provided with an opportunity to respond to the above.

1.11 On December 16, 2021 CLANCY responded and denied that the memes were related to the investigation. He claimed that they were posted for other people going through similar issues. On the same day, he removed the memes, which would be an indicator that the intention is not likely to be as innocent as he proclaimed.

1.12 An analysis, on the balance of probabilities, and taking into consideration the variety of founded allegations and concerns identified in Reports 1-4 – has determined that it is more likely than not that the memes posted by CLANCY – either through negligent, reckless or intentional reasons, had the effect of intimidation and were retaliatory/retributive in nature towards SMITH, STEELE and OSMAK. Further it is a reasonable conclusion that the posting of these memes, had an impact on witnesses and other employees of the Leduc Fire Services in the middle of an ongoing serious and complex investigation where CLANCY, as the ultimate authority in the LFS is also a respondent of serious allegations.

1.13 It is the findings that the action of posting these memes on Facebook are contrary to the Direction not to retaliate, and the Occupational Health and Safety Act definition of Harassment “ knows or ought reasonably to have known” that the action would offend, humiliate, or negatively impact psychological safety of the complainants.

Allegation Findings: CLANCY engaged in behavior (postings of above memes) as a form of intimidation, retribution and harassment of the complainants, SMITH and STEELE.

2. Allegations, Evidence and Response

The information below contains the original allegations put to CLANCY for his opportunity to respond. It should be noted that this was done via e-mail versus an interview. The reason for this approach was due to CLANCY being angry and aggressive towards investigator McCALLUM when asked for a third interview to respond to actions/activities that he continued to engage in during the course of the investigation. It is the investigators' belief that CLANCY has attempted to influence the persons involved in the investigation (complainants and witnesses) as well as impact

the integrity of the investigation by threatening that he is going to make a harassment complaint towards him and attempting to halt the investigation by expressing his views to Human Resources and others.

Therefore, the opportunity to respond was provided to CLANCY in writing (versus another interview) and the following e-mail messages are the response.

Initial e-mail message from Stenhouse to CLANCY – December 15, 2021, 4:09 PM

Dear Chief Clancy,

We have not yet met. I am the Principal Director of Veritas Solutions. It is my understanding that you have had several interviews with our investigation associates Patty and Barb. I have been working with them on the reports and analysis, as we get the reports finalized to provide to our client, the City of Leduc.

There are some loose ends, and actions/incidents that require follow up. I am writing to you to ensure that you have an opportunity to respond to this evidence that we will be analyzing.

In your last interview you were asked about posting memes on your facebook. These memes were centered around the themes of betrayal and karma. You confirmed that you posted these because you felt betrayed by one or more of the complainants.

We have recently been aware of another meme, which I am attaching below, posted on October 14, 2021, which was within days after your interview with the investigators. The meme states " your character will outweigh any lie told about you. Those that know you know you" This meme was "liked" by 18 persons, several of whom are employees of the Leduc Fire Services and also witnesses to our investigations.

We will be considering the postings of these memes, within the overall evidence gleaned on the allegations that have been provided to you. To ensure that you are treated fairly and to adhere to the principles of natural justice and procedural fairness, I am providing you with an opportunity to respond to the following questions. You may respond via e-mail or in an interview, which can be your choice.

- 1) What was the intention of the previous memes and the October 14 meme?*
- 2) Who was the intended audience for your memes?*
- 3) Who do you believe is betraying you or lying about you?*
- 4) How do you believe the staff of the Leduc Fire Services will interpret your meme posts?*
- 5) How do you believe the complainants in the allegations made will interpret your meme posts?*
- 6) The investigators and I are interpreting the memes to be directly related to the investigation and the allegations made against you. Unless explained otherwise, we will be identifying that the meme posts are designed to discredit the investigation and the complainants, identify yourself as the victim of lies and betrayal, and can reasonably be seen to be either interfering with the investigation or retaliating against the complainants.*

How do you respond to this?

7) It should be noted that your notification letter did identify the need for confidentiality as well as outline the requirement to refrain from retaliation.

Publicly inferring (via the memes) that the complainants in this investigation are lying about you, in your position of ultimate power as the Chief, can reasonably be interpreted as a form of retaliation against the complainants. The investigators will be making this finding, unless you are able to explain otherwise.

How do you respond to this?

8) You had several LFS members "like" your meme. Some of these members were also witnesses. Unless otherwise explained, this will also be assessed as a form of interference in the investigation as a means of trying to influence witness testimony or loyalties/alliances.

Q: Please respond

Q2: Please advise how many LFS members/employees or paid on call members are facebook friends.

As we are under time pressures to complete our investigations, could you please have your response to me by the end of day on Friday, December 17.

You will note below memes from July and August, and a further one from October 14, 2021. These are the posts that are under examination.

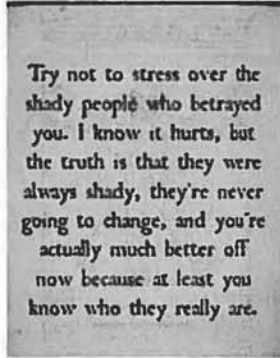
*Thank you,
Bob Stenhouse*

The Memes

The Joker Quotes
Aug 18



Aug 7



I'll be really grateful if you follow our new page
Devil Emotions



I'll be really grateful if you follow our new page
Devil Emotions



2017
Margo Orban-Kennedy Jul 3





George Clancy



Photos

See All Photos



George Clancy

October 14 · 🌐



Your character will outweigh any lie about you. Those who know you, know you.

- Harry Krabbes
- Christine Thomas O'Reilly
- Gregg Bauwens
- Burk Stiles
- Dawn Nash
- Amber Coleman
- Sarah Hase
- Carol Mc Cormack
- Dalton Bass
- Kathy Coutts Massey
- Jack Cook
- Jay Cavanagh
- Sinead Clancy
- Chris Pat Rick
- Jonathan Bolton
- Val Senio
- Dána Stevenson Smith
- Brandon Novak

Friends

See all friends

Life events

See All



👍❤️👍 18

1 Share

CLANCY's Response - December 16, 2021

Hi Bob,

I thank you for the opportunity to reply to some of the perceptions that may be perceived by the investigators and/or the complainants. First off, it is not in my character to be a vindictive person and those that know me can allude to that. Although the complainant(s) have perceived that what I placed on Facebook to be slanted towards them, I can assure you that it is not; when I place anything on social media, it is meant to be supportive to my friends that are experiencing troubled times.

I am an individual that comes to work every day to serve my staff and I am sure that the majority of my staff would relay this to you if asked, including the female members on my team. I have attached a speech by a member of my team that was recently delivered at a recruit graduation this past September. This member, who has been with us for over a year, did not have to relay those words if she did not feel that the environment my team provides is diverse and inclusive. This member of my team is also a member of the LGBTQIA2S+ community, so I know I provide an environment that empowers employees and is also inclusive.

In regards to my posts, I did notice that other posts were not submitted to your team. I have included them as a reference

(Note: Here CLANCY attaches other memes with a more positive message related to leadership and thoughts/philosophies.)

In 2020, I posted the following. As you can see, if these were placed as a post during the investigation, those who perceived them as slanted towards them would have also pulled these for you. I will answer your email and allegations in red below.

Finally, I would like to pass on, as a reference, that your team acted very professional throughout the investigation. Have a great Christmas and stay safe!

Warmest Regards, George

**George Clancy ACP
Fire Chief,
Director of Emergency Management.**

T 780.980.8484 C 780.920.6474 gclancy@leduc.ca

From: Bob Stenhouse <bob.stenhouse@veritassolutions.net>
Sent: Wednesday, December 15, 2021 4:09 PM
To: George Clancy <GClancy@leduc.ca>
Cc: Patty McCallum <pattym@veritassolutions.net>; Barb SexSmith <barbs@veritassolutions.net>
Subject: Questions/Clarification/Opportunity to Respond

Dear Chief Clancy,

We have not yet met. I am the Principal Director of Veritas Solutions. It is my understanding that you have had several interviews with our investigation associates Patty and Barb. I have been working with them on the reports and analysis, as we get the reports finalized to provide to our client, the City of Leduc.

There are some loose ends, and actions/incidents that require follow up. I am writing to you to ensure that you have an opportunity to respond to this evidence that we will be analyzing.

In your last interview, you were asked about posting memes on your Facebook. These memes were centred around the themes of betrayal and karma. You confirmed that you posted these because you felt betrayed by one or more of the complainants.

I did not mention any names and did not refer to the complainants when I stated I felt betrayed. I also don't remember stating that I posted them because I felt betrayed. My feelings of betrayal was an emotional response to how I felt internally when the question was posed by the investigator. As for Karma, I have attached the post on Karma dated September 26th and I will not let anyone change my mind on the spiritual belief of Karma; hence, why I turn up every day and treat people as I want to be treated. If anyone feels that this was directed towards them, then I can only surmise that they are feeling some sense of paranoia, which they shouldn't as I don't have any ill feelings against anyone. It is not in my nature to hold a grudge or ill feelings against someone, even those that defame my character.

We have recently been aware of another meme, which I am attaching below, posted on October 14, 2021, which was within days after your interview with the investigators. The meme states " your character will outweigh any lie told about you. Those that know you know you" This meme was "liked"

by 18 persons, several of whom are employees of the Leduc Fire Services and also witnesses to our investigations.

First off, I am not aware of or interested in who is a witness in this case. If someone wants to assassinate my character, they can do so; I have no control of what they want to say or believe. This was obvious when a member of my staff sent the attached text messaging. In regards to my posts, they are not just a reflection of me and my beliefs, they are also to support my friends who are going through some troubled times. As you will notice the post states "your character" and is not personal to me. I do not have to prove through Facebook my character. I can tell you that many of my staff and those within the corporation can attest to my character and I don't need a post to make me feel good about my character. If someone is seeing this as derogatory towards them I have no control of how they perceive it; it is a statement based on my internal beliefs and was posted to support my friends!

We will be considering the postings of these memes, within the overall evidence gleaned on the allegations that have been provided to you. To ensure that you are treated fairly and to adhere to the principles of natural justice and procedural fairness, I am providing you with an opportunity to respond to the following questions. You may respond via e-mail or in an interview, which can be your choice.

1) What was the intention of the previous memes and the October 14 meme?

I believe that I have answered this question above; however, there are a few of my friends that have had, and continue to have, difficulties in their lives. Unfortunately, I am not always available to speak to them or see them regularly, including those overseas, so my support is through social media. Also, if there are individuals that believe these posts are pointed at them, then it is their perception and I will not accept responsibility for their paranoid ideologies.

2) Who was the intended audience for your memes?

Again, the audience is for whoever reads them. However, there are many people external to my organization that I know personally that are going through a troubling time and have been slandered by individuals in their lives and it is meant to support them and let them know that I am thinking of them and that their troubles will pass. If it is perceived that this is pointed towards individuals in this investigation then that is not the truth. I am very concerned that the investigators believe these posts were pointed towards the complainants.

3) Who do you believe is betraying you or lying about you?

I have answered the allegations that were brought against me. I have identified to the investigators which information was incorrect and what was a blatant lie. This should be accessible in the recordings with the investigator.

4) How do you believe the staff of the Leduc Fire Services will interpret your meme posts?

I have a strong and intelligent staff that make critical decisions about people's lives every day. Thankfully, they know who I am and I am sure that they will use their level of intelligence to decipher that any information I put in any post is personal to me and not directed at them in any way, shape, or form. People should stop taking my posts personally; everything I say is not about them and is focused on my friends that are going through their own troubled lives.

5) How do you believe the complainants in the allegations made will interpret your meme posts?

I don't have any of the complainants as friends on my Facebook page; I removed both of them when I heard about the investigation, so they should not be able to see my posts. My posts have never been directed towards them. My post is to uplift other personal friends that are going through their current strife. I have posted similar posts in previous years when there was no investigation, so to infer that the ones recently provided to you are because of the investigation would be a biased and subjective opinion and deemed circumstantial. I have supported all three complainants throughout the years, including spending a significant amount of time with one complainant when they went through a very difficult journey a few years ago. As a leader, my job is to serve my staff and I commit to that each day. I have many friends on Facebook and use it as a media platform to show I am thinking of them as they go through their troubles. Unfortunately, I cannot be with them every single time of the day, so I will always try to uplift their spirits with a message that shows I am thinking of them. I cannot be responsible for the complainant's perceptions.

6) The investigators and I are interpreting the memes to be directly related to the investigation and the allegations made against you. Unless explained otherwise, we will be identifying that the meme posts are designed to discredit the investigation and the complainants, identify yourself as the victim of lies and betrayal, and can reasonably be seen to be either interfering with the investigation or retaliating against the complainants.

How do you respond to this?

I find these comments as derogatory as you are portraying my character as someone that has a trait of vindictiveness, which I can assure you is and should be unfounded. I have identified my reasoning for my posts and will be happy to address these concerns with the complainants when it is convenient for them. As I stated previously, I cannot control the minds of others and how they perceive my posts. I have had no concern, other than the time limits, with this investigation. I am a big believer in accountability and transparency and have been respectful to both the complainants and the investigators throughout this process.

7) It should be noted that your notification letter did identify the need for confidentiality as well as outline the requirement to refrain from retaliation.

Publicly inferring (via the memes) that the complainants in this investigation are lying about you, in your position of ultimate power as the Chief, can reasonably be interpreted as a form of retaliation against the complainants. The investigators will be making this finding, unless you are able to explain otherwise.

How do you respond to this?

I believe I provided my reasoning for my posts. I cannot control perceptions of other individuals, and as identified, the complainants are not part of my friend list. My "power" as chief is one of integrity and loyalty to those I serve, which is my staff! Confidentiality of this investigation is something that I take seriously; however, not all involved take confidentiality seriously. As I identified previously, I have attached some text messages from the Union President, which I believe is a breach of confidentiality in this investigation. To read such derogatory comments by union leadership has caused me, my family, and my coworkers, undue stress, which we will seek a legal opinion as to how to deal with this defamation of character shortly.

8) You had several LFS members "like" your meme. Some of these members were also witnesses. Unless otherwise explained, this will also be assessed as a form of interference in the investigation as a means of trying to influence witness testimony or loyalties/alliances.

Q: Please respond

I am not too sure how you can infer this type of finding. The fire service is part of my life and not my entire life. I am, as a citizen, entitled to specific freedoms under the Charter like anyone else. If I am been told that I cannot freely speak my mind to support my friends because of the perception of other people, then I am very concerned. I am also concerned that investigators would make an inference that this was my intention. Some of the friends that "liked" my post are those I referred to as having some trouble in their lives.

Q2: Please advise how many LFS members/employees or paid on call members are facebook friends.

I believe this is a breach of my privacy as a citizen and should not play a part in the investigation. I am not being obstinate in this decision; I am respecting the privacy of those that are on my friend's list. If it is suggested that members of my staff should not be a part of my friend list, please state this as a recommendation and I will remove them.

As we are under time pressures to complete our investigations, could you please have your response to me by the end of day on Friday, December 17.

You will note below memes from July and August, and a further one from October 14, 2021. These are the posts that are under examination.

3. Analysis and Findings

A review of CLANCY's response, justification and explanation for the posts was carefully considered. CLANCY denied these posts were intended as alleged in this report.

To come to a finding, the investigator has to apply the "balance of probabilities" standard and weigh all evidence. Notwithstanding CLANCY's response, it is the investigators finding that the posting of the memes was more likely intended to harass, intimidate, or retaliate against the complainants, versus not. Some of the statements made by CLANCY, in writing, confirm his belief that he is being lied about and has been betrayed, in other words clearly identifying his motive to post. In addition to his full response, the investigator considered the following:

First off, I am not aware of or interested in who is a witness in this case. If someone wants to assassinate my character, they can do so;

Analysis: He is identifying his belief that a potential witness is out to assassinate his character (supports his Lies and Betrayal narrative)

If anyone feels that this was directed towards them, then I can only surmise that they are feeling some sense of paranoia

Analysis: Continues to disparage the complainants by alleging paranoia

It is not in my nature to hold a grudge or ill feelings against someone, even those that defame my character.

Analysis: Again, identifying his narrative that the persons who brought forward the allegations and complaints are defaming his character

Also, If there are individuals that believe these posts are pointed at them, then it is their perception and I will not accept responsibility for their paranoid ideologies.

Analysis: Discrediting and disparaging the complainants – who are also his staff, who he claims to lead and support

I have answered the allegations that were brought against me. I have identified to the investigators which information was incorrect and what was a blatant lie.

Analysis: Indicating his belief that the allegations were incorrect or blatant lies. This would further indicate a motive for posting memes related to his narrative that he has been betrayed and lied about. He clearly believes the complainants have lied.

My “power” as chief is one of integrity and loyalty to those I serve, which is my staff!

Analysis: CLANCY claims to have loyalty to those he serves, his staff, yet continues to disparage and discredit three of his staff (the complainants) by his words and responses to the investigators

Final Analysis

The investigator finds CLANCY’s responses to be disingenuous, contradicting, deflecting and self-serving. To assess the “ought reasonably to have known” component of harassment, the investigator applies a reasonable person test.

CLANCY is the Chief of Leduc Fire Services, where all staff are aware of an ongoing investigation where he is alleged to have engaged in sexual harassment, harassment, and discrimination, by action or inaction. To post these memes in the middle of an investigation and then claim they were meant for other friends going through challenging times, is considered untruthful and is not believed by the investigator.

CLANCY knew or ought reasonably to have known, in his senior leadership position, that these memes would be reasonably –from both an objective and subjective test- perceived to be directed at the complainants and any witnesses who supported the complainants version of events under investigation.

Further, this behavior and action by CLANCY is to be considered in light of the findings in Investigation reports 1-4, including his poor credibility as identified in those reports. It is reasonable to find that these behaviors, falling within definitions of harassing and bullying, are continuous and the findings in each of the investigations weigh in favor of overall allegations of harassment/discrimination.

It should be noted that the analysis of the above memes, and CLANCY's responses was conducted by the following persons:

- a) Investigator /Principal Director, Bob Stenhouse
- b) Investigator/Associate, Patty McCallum
- c) Investigator/Associate, Barb Sexsmith
- d) Investigator/Quality Assurance Manager, Neil Lemay

Allegation Findings: CLANCY engaged in behavior (postings of above memes) as a form of intimidation, retribution and harassment of the complainants, SMITH and STEELE.

Submitted by:



Bob Stenhouse
Principal Director
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Ph: 780-934-9929