

May 30, 2018

**BY EMAIL**

Pierre Parent  
Chief Human Resources Officer  
Human Resources Services  
House of Commons  
131 Queen Street, Room 12-03  
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**Re: Coaching, Training with Member of Parliament**

As you are aware, I have been working with Erin Weir to understand and work through the concerns flagged by the investigator engaged by the NDP in her report dated **April 16, 2018**.

I have now had two sessions with Mr. Weir and am confident that he now both understands the nature of the behaviours the investigator found to be objectionable, and what is needed from him in order to grow as the kind of leader he truly wants to be. I do not see that any further immediate coaching is needed; he gets it. Now he needs to practice it.

Mr. Weir reached out to me on **May 4, 2018** after a turbulent previous week. As you are aware, I was recommended to him by the NDP Leader's Chief of Staff via your office. I initially met him for 1.5 hours on **May 8, 2018**. During that meeting we spoke at length about the situation, including his own feelings of bewilderment and, later, reflection on what had brought this about. We spoke of his personal characteristics – natural tendencies - that might need to be "toned down" now, given his choice of career. We also canvassed behaviours that he had engaged in without any ill intent; behaviours that nevertheless appear to have caused an unintended negative impact.

My intent was in no way to constrain Mr. Weir from being himself, rather, my goal was to ensure that - while being himself - Mr. Weir is, going forward, more alert and respectful in regard to his size, his large voice and his animated gestures. In

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short, to be more mindful in his actions and reactions with respect to all people, and in particular when interacting with women and/or those in lesser power positions.

We spoke at length of "awareness", of what it *really* means to be alert to social cues, especially social cues from the opposite sex. We canvassed examples of what this might be and/or look like. At the end of our first session I asked Mr. Weir to review and consider several chapters from a book I frequently use in my work. The book promotes workplace mindfulness and is called "One Second Ahead".<sup>1</sup> I specifically asked Mr. Weir to focus on the mental strategies of presence and patience and to contact me when he might be ready to talk about those themes a bit more. He was entirely co-operative.

At the end of our first session we also agreed that it would be truly helpful for me to read the entire investigation report. Steps to obtain the report, in confidence, were taken and a confidentiality agreement signed by me.

On **May 18, 2018** I received and reviewed the report in detail. The factual matrix was as Mr. Weir had described it to me (and, as the party Leader himself had indicated when he spoke publicly). The behaviours found to be objectionable by the investigator were, in her own words, on the 'less serious' end of the spectrum'.<sup>2</sup> In regard to the sexual harassment specifics (namely, a habit of standing too close and of inserting himself into conversations with others, without regard for what the investigator assessed to be clear non-verbal cues) and the circumstances surrounding a disagreement between Mr. Weir and a party staffer where she alleged him to have intimidated her – there was an apparent gap between *intention and impact* for Mr. Weir. This disconnect is a very common problem in human interaction, and something I work with on a regular basis as a mediator in workplaces. Mr. Weir and I spoke further about these topics when we met again on **May 23, 2018**.

1/ This is my main 'go to' text for my work with the *Potential Project*. [I am happy to share a copy of this book with you and/or the party leader should it be of interest. It is a wonderful book from an international organization now partnered with Harvard to promote focused, calm awareness in leadership.]

2/ This statement was also made public by the NDP Leader. The references were in respect of the finding that, of six complaints in total, some allegations were **not** supported while some **were** 'on balance' sustained.

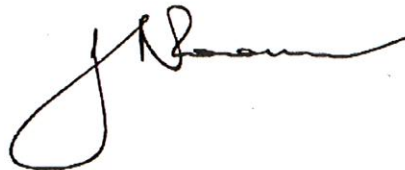


The further chapter in the text that I am hopeful Mr. Weir can work with is the mental strategy of "letting go". He certainly seems willing to do so, and anxious to bring his lessons in heightened awareness back into his work life. I have confidence that this will happen.

Mr. Weir describes having learned much from this experience. We have agreed that I will remain available to him in the weeks and months to come, in the event he has any concerns/queries about the heightened awareness techniques I have now introduced, and which he is practicing. Additionally, I advised Mr. Weir that I am happy to remain in the wings in the event he finds himself feeling uncertain about whether or not a move he is about to make might put him 'off side' again. The latter scenario seems to me unlikely in terms of need – but it is important in my view that my support remain in place.

Invoice is enclosed. Should you have any questions or concerns, do not hesitate to contact me.

Yours truly



Joy Noonan

Attachment  
c. Erin Weir (letter only)