

## **“Respectful Workplace” and “Performance Management & Corrective Action” Webinar FAQ’s**

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### **Q: On average, how long does an investigation take?**

**A:** The timing of an investigation is very dependent on the nature and severity of the allegation, how many witnesses need to be interviewed, etc. If the situation is rather simple and straight forward, this can be managed within a week’s time if interviews with the complainant, respondent and witnesses are arranged quickly. If the situation is more complex or sensitive, the timing can extend over a number of weeks. Ensuring any questions being asked are open-ended will help move the process along more quickly, giving the investigator more information to work from. No matter the severity or nature of the complaint, it is important that the organization act immediately and start the investigative process as soon as possible as the longer this is put off, the more difficult it will be to gather relevant and accurate information.

### **Q: How does an employer choose between setting up a poor performing employee on a Performance Development Plan or a Performance Improvement Plan?**

**A:** A Performance Development Plan should be used for an employee who is newer and is lacking the skills or abilities required to complete the work. A Performance Improvement Plan is designed to solve a performance related issue, so for an employee who is not wanting to perform or has a barrier preventing them from performing outside of skills and abilities.

### **Q: Is there any golden rule of thumb when it comes to the timing of a Performance Development Plan or a Performance Improvement Plan?**

**A:** These plans should be put in place with a clear start and end date. Typically, a 30-90 day timeframe is effective, however it is situationally dependent. For example, if it is something like punctuality, this would take less than 30 days to correct. Regardless, it is important that the employer has regular check-in meetings with the employee throughout the plan to discuss progress.

**Q: When it comes to terminations, how can an employer distinguish between choosing with-cause or without-cause?**

**A:** A with-cause termination is appropriate when it comes to serious situations such as a breach of confidentiality, harassment, violence, etc. There is a threshold of severity to be aware of. A lot of situations can fall in a middle ground and it can be difficult to determine a path forward, so it is recommended for an employer to seek internal or external HR or legal advice whenever possible. In any case, employers must be sure they are referencing company policy and the corrective action steps are being followed and documented.

**Q: How should a small company without any official program or policy approach performance management?**

**A:** Regardless of the size of the organization, it is crucial to at the very least give employees feedback through casual conversations and to document and capture the dialogue. Even when done informally, giving feedback is essential to employee engagement. Another suggestion would be to implement an employee recognition program, even if this is as simple as sending out an email thanking the employee for their hard work.

**Q: Should employers consider customizing the delivery of feedback to the individual receiving it?**

**A:** Employers should do their best to keep things consistent to ensure fairness, however, should factor in personalities in the actual style of the one-on-one conversations. A recommendation would be for the employer to talk to the employee and ask how they want to be supported, whether that's holding scheduled weekly or monthly meetings or keeping the check-ins to informal discussions.