



Taking the Tough out of Tough HR Issues



Our Environment

- | | |
|-----------------|-----------------------|
| Participation | Respect |
| Confidentiality | Washrooms |
| Cell phones | Breaks & Lunch |
| Poster Paper | Evaluation |
| | Food – get up anytime |



Introductions

Introduce yourself, where you are from

What was your most challenging HR issue this year

As great ideas get shared we will add them to our list

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YOUR MOST CHALLENGING HR QUESTIONS



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Recruitment and Selection

When Hiring is Difficult



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Recruitment and Selection When Hiring is Difficult

Assess the position – redundant duties, new duties

Interview co-workers and/or incumbent

Update job description

Describe job challenges and benefits

Conduct salary review



What are your paid Company benefits?

What are your free Company benefits?

What are the benefits of your community?



Do you have a Referral policy?

Is the Referral policy effective?

Are there Associations/Unions to hire from?

Social media recruiting

Outsourcing difficult positions



Behavioral-based interviewing

Discussing the benefits and the challenges of position

Being respectful - hiring in a timely fashion

Effective Onboarding



New Hire Orientation



New Hire Orientation

Why is this important?

20% of employee turnover first 45 days

69% of employees to stay with company 3 years+

50% greater productivity

Replacing employees cost

16 to 20% of annual wage



New Hire Orientation

What should new hire orientation include?

Do you have a new hire orientation process?

Do you measure its effectiveness?

Do you have a mentorship program?

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“Problem employees”

Before you discipline



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Examine

How long have they been in their position?

Are they new?

How long have you been their supervisor/leader?

Are you new?

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ASSESS

Have they received a thorough orientation?

Do they understand the culture?

Have you reviewed their job description with them?

What have you done to support them?



What is the legal probationary period?

Manitoba	30 days
Ontario	3 months
Saskatchewan	3 months
Alberta	3 months
Federal	3 months



Can you impose a Company probation period that is different from legislation?

Can you extend the probationary period?



ANALYZE

What is their behavior and actions?

How long has it been occurring?

Do other people display this behavior?

How often does it occur?

Have you addressed the behavior with them previously?



Is it the culture?

Is it fun or stressful?

Is it supportive or non-supportive?

Do you conduct employee surveys?



**How can you create a
HEALTHY CULTURE?**

*What types of activities can
enhance your culture?*



Is your workplace culture respectful?

*Score your workplace on a scale of 1 – 5
(1 = not good – 5 = wonderful)*

Discuss at your table

What are your legal requirements?



LOOK WITHIN

Have you built trust?

Have you gotten to know them?

Do you know yourself? Are you self-aware?

How would you get buy-in?



Review

Have their duties changed?

Has the job description been updated?

Have expectations been reviewed?



Job descriptions

Discuss

Review annually – at performance appraisal

Ask employee – what needs to be revised, removed, added

Ask employee – what training and development to address gaps

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Evaluate

What changes have occurred in the workplace?

Is the “problem” behavior due to changes?

What changes have occurred in your workplace?

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Managing Change

Fear

Anger

Resistance

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INQUIRE

Do they like their job/duties?

How are they doing?

Is everything okay?

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When things aren't "okay"

Mental health issues

Addictions

Other life issues/responsibilities

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Mental Health Problems Early Warning Signs

Decrease in productivity

Frequent absences and late arrivals

Poor work

Anger, aggression

Drug and alcohol abuse

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Mental Health Problems Drugs and Alcohol Abuse

How do you handle impairment at work?

How do you deal with an employee in denial?

How do you accommodate alcohol or substance-
dependent employees?

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Mental Health Problems Drugs and Alcohol Abuse

Do you allow cannabis use in the workplace?

When are you required to accommodate?

Can you test for drug and alcohol use?

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Mental Health Problems Drugs and Alcohol

Be empathetic

Be supportive

Be aware

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Mental Health Problems

Provide EAP

Monitored program

Website/on phone/chat line

Addresses addictions/mental health

Can Utilize with Last Chance Clause

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Document

Detail what happened

State where

Specify when date/time

Describe impact

Stick to the facts

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Meet with the Employee

Review event with employee

Get their version

Listen

Coach and define expectations

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Coaching

What is coaching

Do you have a coaching program



The importance of Feedback

Timely, Constructive & Relevant

Thank You is great feedback! WHY?



Performance Management

What is "Performance Management"

What performance management tools do you use?

How often do you use them?



The Fundamentals of Progressive Discipline

What are the key stages of progressive discipline

Just cause, mitigating factors and culminating incidents

Effective and ineffective warnings

When discipline should never be used



Addressing Excessive Absenteeism

How much absenteeism is considered excessive?

What is non-culpable absenteeism?

Can you terminate for non-culpable absenteeism?

When can absenteeism policies be challenged on human rights grounds?



Dealing with Pattern Absences

When do employers have just cause to intervene?

Appropriate employer responses

When substance abuse is suspected as the root cause



Poor Performance and Bad Attitude

Appropriate and inappropriate responses to poor performance

Defining the standards and communicating them to employees

Can an employee be disciplined for bad attitude alone?

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When to Bypass Progressive Discipline

When is it appropriate to bypass progressive discipline and terminate?

Do you have a zero-tolerance policy?

What are some examples

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Enforcement of Employer Rules

What policies do you have in place?

The impact of an unreasonable rule

How should policies be communicated to employees?

Enforcing rules that have been unevenly enforced

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Thank you!


