



PEAGRAM CONSULTING

# HR Post-Incident Remediation Playbook

A practical guide to responding, supporting people, and following through after a workplace conduct concern

## **For HR leaders, people managers, and organizational decision-makers**

When a workplace incident is reported, HR needs a response that is prompt, fair, and useful after the immediate concern is addressed. This playbook offers a working sequence for receiving concerns, coordinating organizational action, selecting remediation practices, and checking whether commitments are being carried out.

Use this guide alongside your organization's policies, collective agreements, applicable compliance or regulations, and advice from qualified counsel. It is an educational practice resource, not legal advice or an investigation protocol.

## How to use this playbook

Start with the response pathway, then use the relevant checklists and practice menus. Adapt the steps to the facts, risk, policy, and needs of the people involved. Assign one HR owner to coordinate the process and document decisions and follow-up.

| Use it for                                                                                        | Use care when                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Harassment, bullying, boundary concerns, retaliation concerns, or other workplace conduct issues. | A safety risk is immediate, a criminal concern may exist, or a legal/policy deadline applies. Follow emergency, reporting, and counsel escalation procedures. |
| Planning support after an organizational review or investigation.                                 | The organization has not clarified who is responsible for fact-finding, employment decisions, or monitoring.                                                  |
| Choosing coaching, training, management action, or a team process.                                | A joint meeting could pressure an affected person, expose them to unwanted contact, or interfere with a fair process.                                         |

## Guiding practices

- Receive concerns respectfully, including delayed reports or reports from witnesses.
- Explain that confidentiality is critical. Share information only with people who need to respond or address the situation. Typically, it is the HR team, trained professionals, a direct supervisor, and/or legal counsel.
- Use neutral, behavior-based language. Separate firsthand observations, reported information, and open questions to gain access to more details without casting judgment or adding in personal bias.
- Protect against retaliation and check for changes in workload, reporting structure, assignments, schedules, access to information or resources, or treatment by co-workers.
- Keep the organization responsible for safety, decisions, and follow-through. Do not make an affected employee responsible for repairing the team. The remediation process comes from the HR team and leadership; it is not the responsibility of the employee.
- Match the response to the findings and circumstances. A coaching session or training attendance record alone does not demonstrate sustained change.

## 1 Response pathway after a concern

The timing below is a planning aid, not a legal deadline. Apply the organization's policies and escalate urgency or immediate safety concerns promptly.

| Stage            | HR actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Record                                                                                                                                                                                                                                      |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First contact    | <p>Listen; thank the person; ask what support or immediate safety concern exists; explain your role and confidentiality limits; identify the designated response contact.</p> <p><b>Remediation Tips:</b> Ask question to build psychological safety.</p> <ul style="list-style-type: none"> <li>• How can I support you right now?</li> <li>• What are your concerns or fears?</li> <li>• What would you like to see happen?</li> </ul>                                                                                                                           | <p><b>Documentation Process:</b><br/>Date, participants, concern in the person's words where possible, immediate needs, agreed next step. Keep it factual and very detailed.</p>                                                            |
| Prompt triage    | <p>Assess urgency, ongoing access, power differences, retaliation risk, relevant policies, conflicts of interest, and whether a neutral investigator or counsel should be involved. You also need to know the backstory. Often times, there is more to a situation and the investigation needs to identify all the information to review the case.</p> <p>In the triage, the individual needs to be trusting, compassionate, poised, and tactful. This is the entry point to setting up the investigation and planning how to assess and manage the situation.</p> | <p>Triage rationale, assigned owner, referral or escalation, interim measures considered. Create a clear plan, timeline, and address any immediate concerns to ensure everyone is safe and protected through the investigation process.</p> |
| During review    | <p>Coordinate the organization's process; preserve relevant records; provide status updates consistent with policy; monitor safety and retaliation. Train your HR professionals in the art of investigative and motivational interviewing so they can balance their bias, and collect relevant data.</p>                                                                                                                                                                                                                                                           | <p>Actions, dates, responsible person, communications, follow-up checks. Remove any opinions or judgements. Ensure the reports are clear and factual.</p>                                                                                   |
| After a decision | <p>Communicate appropriate information; assign corrective, preventive, and supportive actions; clarify who owns each action and how completion will be checked.</p> <p>Create an initial remediation plan.</p>                                                                                                                                                                                                                                                                                                                                                     | <p>Decision owner, action plan, owners, due dates, review milestones. Create a remediation team and action items.</p>                                                                                                                       |
| Follow-up        | <p>Check whether commitments were carried out, expected behaviors are being used, new concerns emerged, or adjustments are needed.</p> <p>Report back the remediation plan and complete a full for HR records.</p>                                                                                                                                                                                                                                                                                                                                                 | <p>Check-in notes, indicator review, next decision or closeout.</p>                                                                                                                                                                         |



## When someone first raises a concern

A possible response: “Thank you for telling me. I want to understand what support you need and make sure the right person receives this. I can’t promise to keep it only between us, and I will share information only as needed to respond. Before I share any information with anyone, I will talk you through the process, so you are involved. What would help you feel safe at work right now?” You want to empower the person and ensure they know how you’ll use the information they share.

**Ask open, limited questions** to understand immediate needs and route the concern. Avoid conducting a full investigation in an initial support conversation or asking the person to prove, label, or resolve the concern on the spot.

### Sample Questions:

- Walk me through what happened?
- Is it still happening?
- Are you in immediate danger?
- What can we do right now so you feel supported?

**Sample Statement:** I will take notes and fill out an incident report. I will then report back to the HR team in charge (if not you), and we will follow up with next steps. How does that sound to you?

## 2 Intake and immediate support checklist

Use this checklist to organize intake. Record what is known and identify what remains unknown; do not fill gaps with assumptions.

- What happened, in the person’s own words? What did they experience or observe directly?
- When and where did it occur? Include work platforms, events, travel, or customer/vendor settings where relevant.
- Who was involved or may have relevant information? What are their roles and reporting relationships?
- Is the conduct continuing? Is anyone facing an immediate safety concern or unwanted contact?
- Are there messages, schedules, documents, or other records that should be preserved through approved channels?
- What work supports or interim measures would help? Ask about the impact of each option and avoid placing unnecessary burden on the reporting person.
- Does the normal reporting line conflict with or relate to the alleged victim? Identify an alternate route.
- What should the person expect next, from whom, and by when? Set a follow-up plan.

## Interim measures to consider

| Possible measure                              | Planning questions                                                                                                                                                                                                                             |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adjust contact or reporting lines             | <p>Can work be arranged to reduce unwanted contact?</p> <p>Who bears the change, and is it fair and workable?</p> <p>Would people notice, and how do you address this as you run an investigation?</p>                                         |
| Schedule, location, or remote-work adjustment | <p>Does the measure preserve pay, access, opportunity, and dignity?</p> <p>Is the affected person being displaced from valued work?</p> <p>What communications need to be have and who needs to be notified to protect the alleged victim?</p> |
| Temporary supervision or approval changes     | <p>Who will monitor the change?</p> <p>How will the organization prevent retaliation or informal penalties?</p>                                                                                                                                |
| Support person or check-in contact            | <p>Who is the named contact?</p> <p>How often will HR check in, and what will be documented?</p>                                                                                                                                               |
| Customer, vendor, or event safeguards         | <p>Who will communicate expectations and intervene if behavior repeats?</p>                                                                                                                                                                    |

## 3 From review findings to an action plan

Once the organization has completed its review and made its decision, translate the decision into clear actions. Keep the investigator's fact-finding role separate from coaching and remediation unless the organization has a carefully defined reason and safeguards for another arrangement.

| Action plan element      | What to specify                                                                                                             |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Issue addressed          | The established concern, workplace need, or expectation requiring action. Use behavior-based language.                      |
| Expected behavior        | What should be observable in meetings, supervision, messages, events, or other relevant settings.                           |
| Action and support       | Corrective action, coaching, training, manager direction, policy clarification, access control, or other selected response. |
| Owner and due date       | A named organizational owner and a reasonable completion date for every action.                                             |
| Progress indicator       | Evidence of completion or behavior practice that can be reviewed without overrelying on complaint counts.                   |
| Follow-up and escalation | Check-in dates, who evaluates progress, and who decides what happens if commitments are missed or concerns recur.           |

## Possible remediation practices

| Practice                              | Useful focus                                                                                                             | Example output                                                      |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Individual behavior-change coaching   | Boundaries, power and impact, judgment, self-regulation, communication, responding to feedback, and scenario practice.   | Specific behavior commitments and a 30–60–90 day plan.              |
| Manager guidance                      | How to set expectations, respond to concerns, avoid retaliation, monitor workplace conduct, and document follow-through. | Manager check-in plan and escalation route.                         |
| Targeted training                     | Skill gaps identified by the organization, such as respectful communication, bystander response, or receiving a report.  | Practice activity, role-specific commitments, and refresher date.   |
| Impacted-employee support or coaching | Practical support chosen with the employee, clear contact point, and information about available resources.              | Support plan and follow-up, separate from accountability decisions. |

No single response fits every situation. Coaching may support accountability and skill practice, while the organization retains responsibility for employment decisions, monitoring, and workplace safeguards.

## 4 Remediation coaching and team processes

### Individual coaching sequence

| Step                      | Practice                                                                                                                                              | Possible deliverable                                               |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| 1. Scope and expectations | Confirm the organizational decision, focus behaviors, coaching role, sponsor, information-sharing boundaries, and what happens if new concerns arise. | Written coaching scope and goals.                                  |
| 2. Reflection and impact  | Review the relevant conduct and context; distinguish intent from impact; identify decision points, patterns, and power dynamics.                      | Behavior reflection and accountability commitments.                |
| 3. Skill practice         | Practice boundaries, respectful language, self-management, reading cues, responding to feedback, and realistic workplace scenarios.                   | Rehearsed responses and practice log.                              |
| 4. Transfer to work       | Identify higher-risk settings and supports; set measurable actions, check-ins, and strategies for maintaining change.                                 | 30–60–90 day plan.                                                 |
| 5. Review                 | Discuss completion and agreed progress information with the authorized sponsor, consistent with the scope and privacy limits.                         | Progress summary and recommendations for organizational follow-up. |

## When group facilitation may be appropriate

A facilitated team process may help clarify working expectations and communication after an incident when organizational decisions are clear, and participants can take part without pressure. Screen for safety, power differences, retaliation, readiness, and whether any person would be expected to meet or reconcile with someone against their wishes.

A group session can address shared work norms and next steps. It should not be used to retry an investigation, decide credibility, require an apology or forgiveness, or substitute for individual support and organizational accountability.

## Sample group session structure

| Part                   | Facilitator task                                                                                                                         |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose and agreements | State scope, participation options, privacy limits, respectful discussion rules, and how concerns raised in the session will be handled. |
| Work impact and needs  | Discuss work conditions and communication needs without requiring personal disclosures or repeating sensitive details.                   |
| Expectations           | Translate organizational decisions and policy expectations into practical team behaviors.                                                |
| Practice               | Rehearse neutral redirection, respectful disagreement, and how to raise a concern.                                                       |
| Commitments            | Record team and manager commitments, owners, review dates, and the route for future concerns.                                            |

## 5 Training topics for post incident learning

Select topics based on the concern, the organization's review, and observed skill or process gaps. Use fictionalized scenarios, allow participants to pass on role-play, and never require personal disclosures.

| Audience      | Topic                                          | Practice or takeaway                                                                                            |
|---------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| All employees | Respectful conduct and professional boundaries | Identify behavior that crosses a workplace boundary and practice a brief redirect or support-seeking statement. |
| All employees | Bystander response                             | Choose among interrupting, checking in, documenting, or reporting based on safety and role.                     |
| All employees | Reporting and receiving updates                | Find primary and alternate reporting routes; practice the 5 W's and ask what happens next.                      |
| Managers      | Receiving a disclosure                         | Acknowledge, explain privacy limits, ask about immediate needs, route the concern, and document the next step.  |

| Audience       | Topic                                   | Practice or takeaway                                                                                              |
|----------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Managers       | Retaliation prevention                  | Recognize changes in assignments, access, schedules, treatment, and opportunities; respond and escalate concerns. |
| Managers       | Conduct expectations and accountability | Give specific behavior-based direction, document follow-through, and seek HR guidance when concerns repeat.       |
| Leaders and HR | Power dynamics and organizational risk  | Review reporting barriers, decision conflicts, event/customer risks, and responsibility for follow-through.       |
| Relevant team  | Working agreements after an incident    | Set shared expectations, escalation routes, and review dates without requiring reconciliation.                    |

### Training design notes

- Use short explanations followed by realistic practice and debrief.
- Teach people what to do and where to go; do not rely on awareness alone.
- Tailor examples to the actual work setting, including digital, remote, customer-facing, and after-hours.
- Track attendance and learning objectives, then process follow-through on changes.

## 6 Follow-up and measurement

Set follow-up dates when the action plan is approved.

| Review area            | Questions to ask                                                                                                                       |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Action completion      | Were assigned actions completed by the due dates? If not, who will decide the next step?                                               |
| Behavior expectations  | Are the agreed behaviors visible in relevant work situations?<br>What information supports that assessment?                            |
| Safety and retaliation | Has anyone experienced unwanted contact, changed treatment, lost access, or pressure related to raising or participating in a concern? |
| Reporting access       | Do employees know where to report, including an alternate contact?<br>Are concerns being acknowledged and routed?                      |
| Team conditions        | Are roles, communication, and work processes functioning?<br>What changes are still needed?                                            |
| Need for adjustment    | Should the plan, supports, supervision, training, or organizational controls be revised?<br>Who owns that decision?                    |

## 7 Checklist

### Post-incident HR checklist

- ☐ Concern received and acknowledged; immediate safety needs assessed.
- ☐ Privacy limits, role, next contact, and next update explained.
- ☐ Primary and alternate reporting routes considered; conflicts escalated.
- ☐ Relevant records preserved through approved processes.
- ☐ Interim measures reviewed, documented, and scheduled for reassessment.
- ☐ Neutral review or investigation process assigned by the organization.
- ☐ Decision and corrective or preventive actions approved by the appropriate owner.
- ☐ Remediation selected for fit, with clear scope and role boundaries.
- ☐ Affected employees offered appropriate support without pressure to reconcile.
- ☐ Owners, due dates, behavior indicators, and review dates recorded.
- ☐ Retaliation and workplace conditions checked at planned intervals.
- ☐ Closeout or continuation decision documented.

### Suggested closeout note

“On [date], HR reviewed the status of the action plan with [authorized participants]. Completed actions: [items]. Open actions: [items, owners, dates]. Follow-up reviewed: [workplace conditions, support needs, retaliation concerns, new information]. Next decision or check-in: [owner/date].”

## Reference notes

This playbook is an educational resource for workplace practice. It does not determine whether conduct is unlawful, replace an organization’s policy or investigation process, or provide legal advice. Employers should consult qualified counsel about applicable federal, state, local, contractual, and sector-specific requirements.

The U.S. Equal Employment Opportunity Commission describes harassment under federal EEO laws, employer prevention and response practices, reporting systems, investigation practices, training, and retaliation prevention. Its employer checklists are practical aids and expressly state that they are not legal advice or a determination of compliance.

### Selected public guidance

- U.S. Equal Employment Opportunity Commission, Harassment — <https://www.eeoc.gov/harassment>
- U.S. Equal Employment Opportunity Commission, Checklists for Employers — <https://www.eeoc.gov/checklists-employers>
- U.S. Equal Employment Opportunity Commission, Harassment Policy Tips — <https://www.eeoc.gov/employers/small-business/harassment-policy-tips>
- U.S. Equal Employment Opportunity Commission, Retaliation prevention — <https://www.eeoc.gov/employers/small-business/8-what-retaliation-and-how-can-i-prevent-it>
- U.S. Equal Employment Opportunity Commission, Promising Practices for Preventing and Addressing Harassment in the Federal Sector — <https://www.eeoc.gov/newsroom/eeoc-issues-promising-practices-preventing-and-addressing-harassment-federal-sector>

The EEOC’s federal-sector promising practices are offered as practices for federal agencies; organizations should adapt guidance to their own workplace and legal context.

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