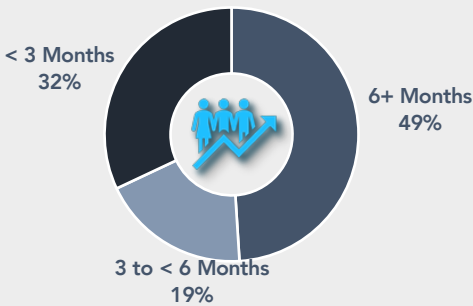


WORKFORCE MANAGEMENT

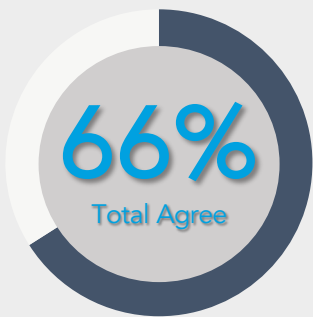
Typical Time to Plan Workforce Changes



Average Number of People Who Left by Position

	Employment Type						
	Executives	Managers	Professionals	Technical Staff	Trades persons/Journey persons	Administration/Support Staff	Other
Retired	8.9	28.5	23.6	29.9	12.7	26.5	43.3
Terminated for cause	18.9	7.6	12.5	38.4	18.0	59.5	60.4
Resigned for personal reasons	1.2	17.4	37.8	31.7	26.8	28.1	40.8
Resigned for better opportunity	1.1	23.2	39.4	36.9	26.1	45.2	43.2
Terminated without cause	12.7	16.9	26.6	31.0	32.4	37.0	46.4

Performance Management Program is Effective



Importance of Goals for Performance Management Program

Encouraging increased productivity	89%
Facilitating employee goal setting	88%
Informing career development planning	84%
As an employee engagement tool	81%
Informing succession planning	71%
Informing compensation and rewards	68%
Total Important	

TRUTH AND RECONCILIATION COMMISSION

Familiarity with Truth & Reconciliation Commission Calls to Action

44%

are familiar with the fact that the Truth and Reconciliation Commission’s report included specific Calls to Action for the business community.

Requirement to Complete Indigenous Training by Role



The Spring 2019 wave of this study was conducted by Insights West on behalf of CPHR British Columbia & Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba. The survey was conducted online from November 26 to December 23, 2018. A total of 158 human resources professionals in Manitoba participated in the survey, for an overall response rate of 11.83%. Survey responses to individual questions were optional. The margin of error of this survey varies depending on the number of completions each question received. The margin of error for a sample size of 158 (all survey respondents participating) is +/- 7.80% nineteen times out of twenty.

Read the full report online at [www.cphrmb.ca/HRTrends](http://www.cphrmb.ca/HRTrends)