

Manitoba

HR Trends Report

Research to Help You Lead

SPRING 2021

Table of Contents

Introduction	3
Detailed Findings	6
Organization State During Public Health Emergency	7
Pandemic Impact	10
Remote Work	13
Controlling Labour Costs	19
Impact on HR Initiatives, Policies, and Employee Learning	22
Returning to Normal Operations	30
Forward Looking Priorities and Challenges	32
Talent Retention and Labour Market Statistics	37
Mental Health	44
Respondent Profile	47
Contact Information	54

Introduction

Introduction



This report serves as a reference tool for HR professionals and departments across Western Canada to make better-informed decisions using up-to-date workplace information. Taken in concert with best practices, comparative data can help human resources professionals improve the advice they provide to their organizations.

CPHR British Columbia and Yukon, CPHR Alberta, CPHR Saskatchewan, and CPHR Manitoba have commissioned this report to supplement other sources of workplace information available to their members and to provide benchmarks that can help human resources professionals make better decisions. This report combines selected standard questions that have been tracked over previous waves as well as builds on the most recent survey gauging the ongoing impact of the COVID-19 pandemic.



Methodology



The Spring 2021 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 23rd to December 13th, 2020.

Members of the four associations were invited to participate via email communication from their respective associations. In total, 1,481 Manitoba human resources professionals were sent a survey invitation. Respondents were screened to include members who:

- Are currently employed; and
- Have employees in Western Canada.

A total of 152 Manitoba human resources professionals participated in the survey, for an overall response rate of 10.2%. 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 152 (all survey respondents participating) is +/- 7.95% 19 times out of 20.

Sample



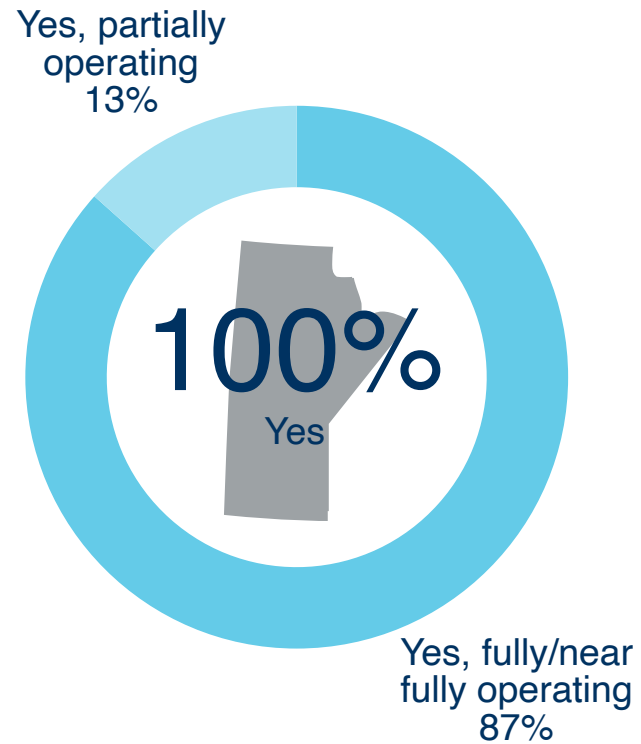
Given the smaller overall sample size this survey wave (152n), comparisons between different respondent subgroups are not always possible.

Where applicable, results have also been compared to previous years' studies and statistically significant year over year changes have been indicated as follows:

- ▲ Statistically significantly **higher** than previous wave.
- ▼ Statistically significantly **lower** than previous wave.

Detailed Findings

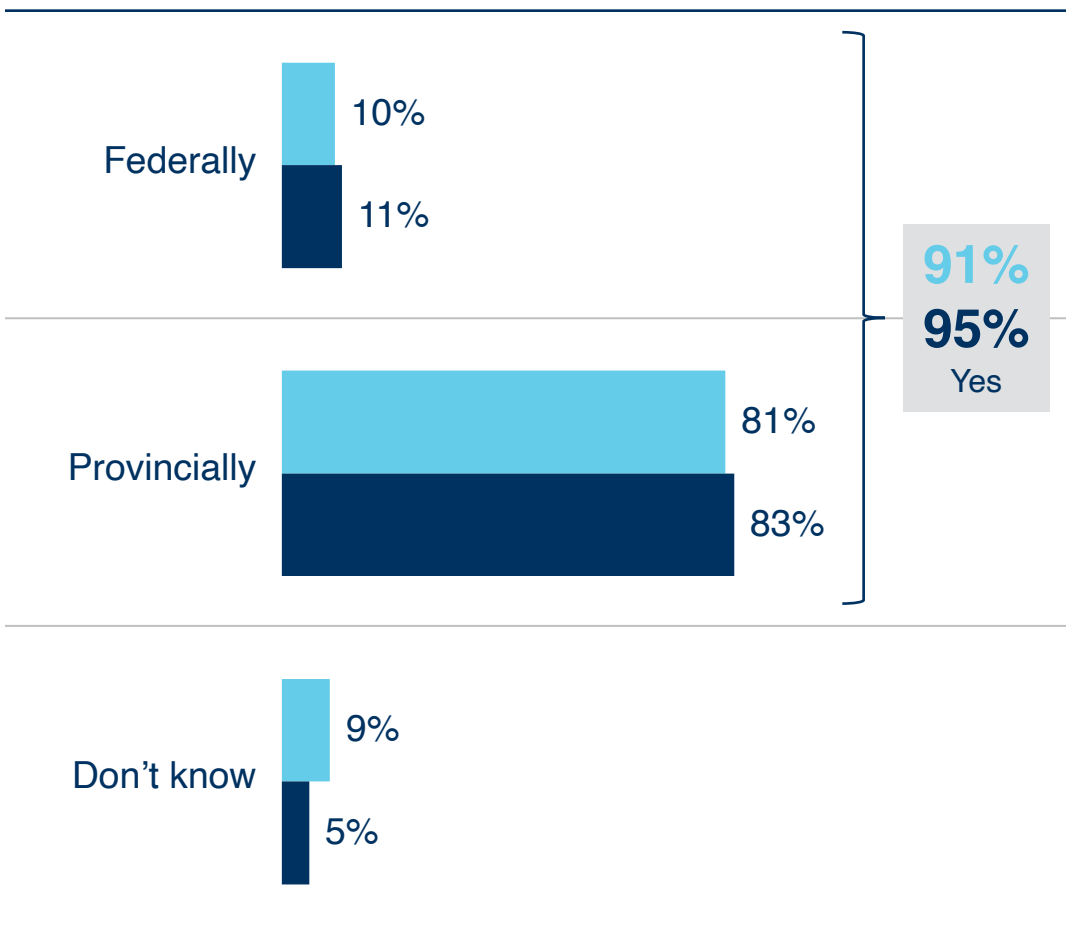
Organization State During Public Health Emergency



Base: Employed in HR, excluding consultants (n=112)
PD6. Is your organization currently operating?

Organization Currently Operating

All organizations represented by respondents in Manitoba are currently operating, with close to 9-in-10 that are fully/near fully operating.



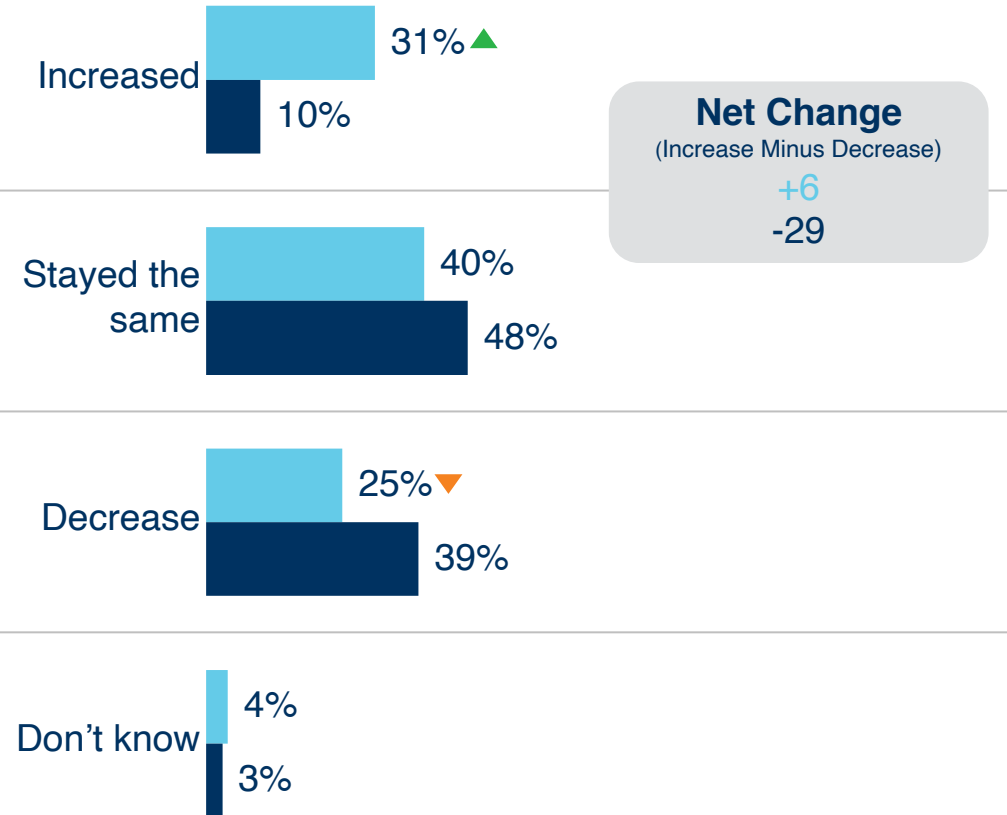
Base: Employed in HR, excluding consultants
PD2. Is your workplace federally or provincially regulated?

■ December 2020 (n=113)
■ June 2020 (n=166)

Workplace Regulation

Consistent with June 2020, more than 2-in-5 organizations represented by respondents in Manitoba are provincially regulated.

Pandemic Impact



Base: Employed in HR

C6. In the last six months, how has the total number of employees (full time and part time) in your organization's employment changed?

P5. How has the size of your workforce changed due to the pandemic?

■ December 2020 (n=101)

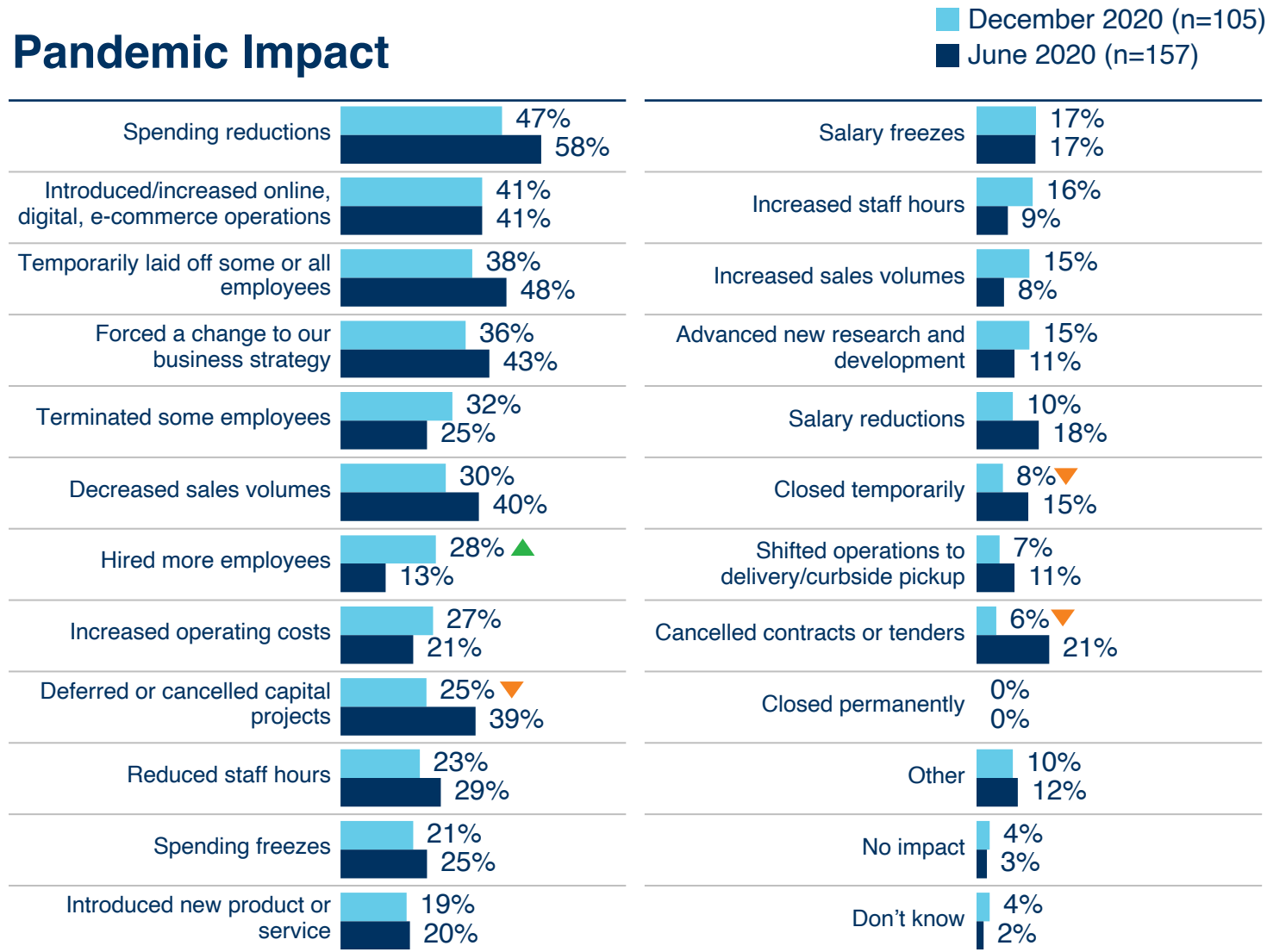
■ June 2020 (n=155)

Change in Workforce Size

Change in workforce size appears to be improving. 3-in-10 Manitoba organizations have seen an *increase* in total number of employees (up significantly since the last survey wave), while one-quarter have seen a *decrease* (down 14 points since June 2020).

The net impact has been an increase in workforce size.

Pandemic Impact



Manitoba organizations continue to be impacted by the COVID-19 pandemic, most commonly via overall *spending reductions*, followed by *increased online, digital, e-commerce operations*, and *temporary layoffs*.

On a positive note, over one-quarter have *hired more employees* (up significantly from last survey wave), and one-quarter have *deferred or cancelled capital projects* (down significantly from last wave).

In addition, significantly fewer have *closed temporarily or cancelled contracts or tenders*.

Base: Employed in HR, excluding consultants

**Very small base size, interpret with extreme caution.

P1. To date, how has the COVID-19 pandemic impacted your organization?

▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

Remote Work



Base: Able to Continue Operations During Pandemic

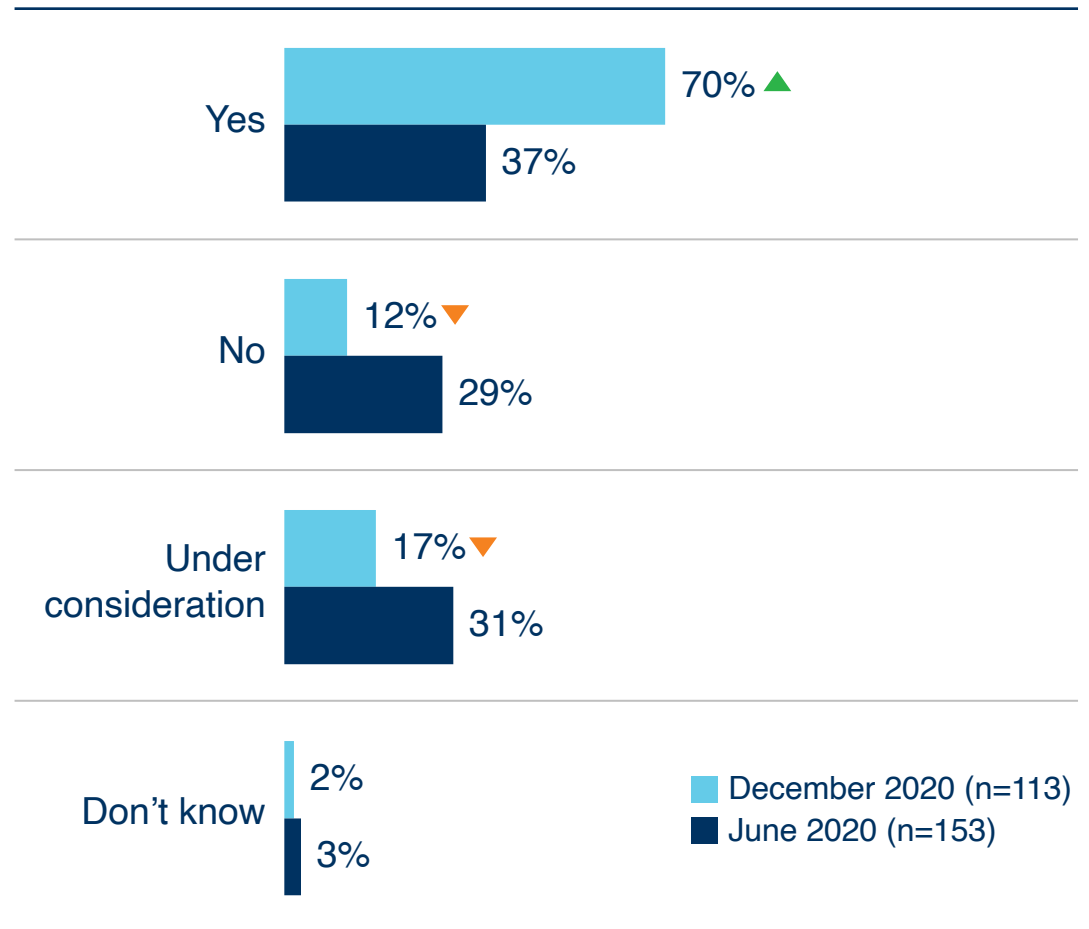
R5. Did your organization have remote work/flexible work policies prior to the pandemic?

Remote Work Policies

Consistent with last survey wave, half of organizations in Manitoba that continued their operations throughout the pandemic had remote work/flexible work policies prior to the pandemic.

New Remote Work Policies

Up significantly from the June 2020 survey, 7-in-10 Manitoba organizations have introduced new remote or flexible work policies during the pandemic, with close to 1-in-5 considering doing so.



Base: Able to Continue Operations During Pandemic

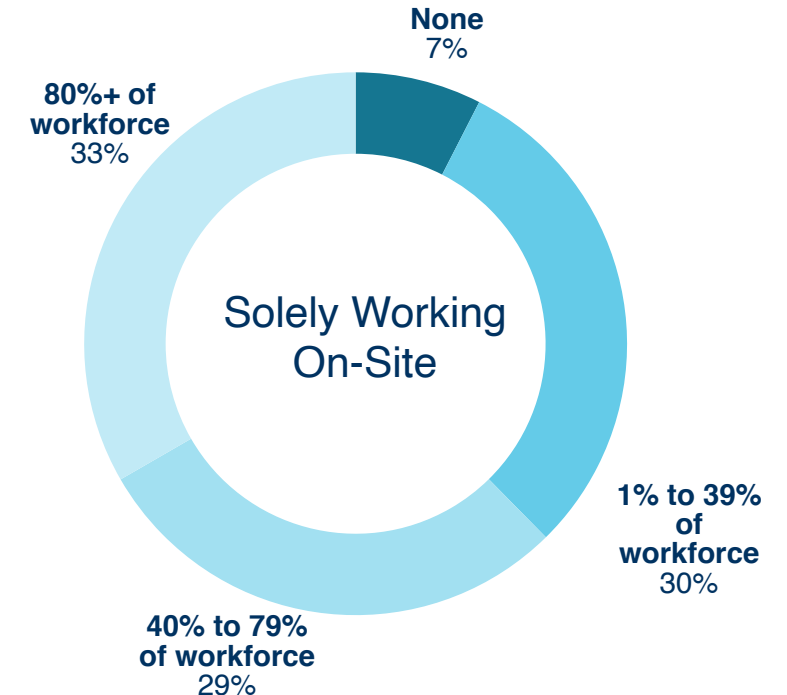
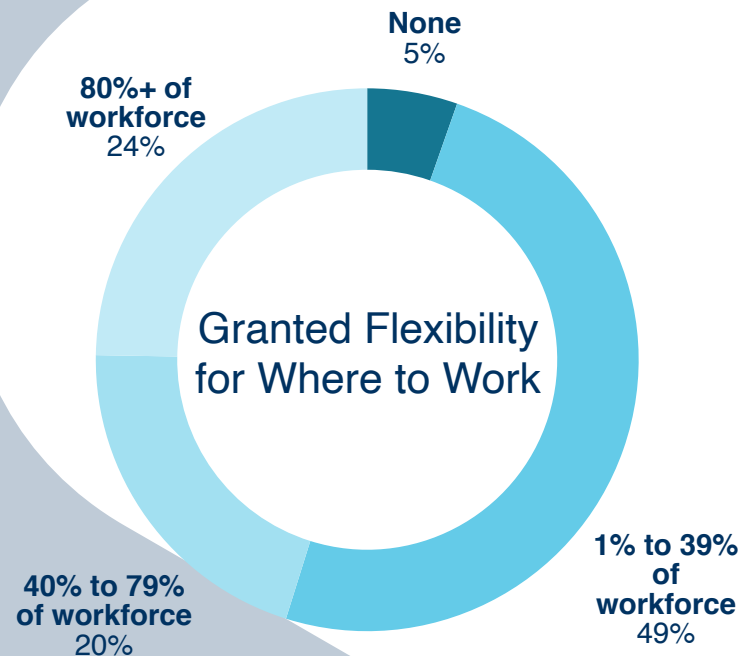
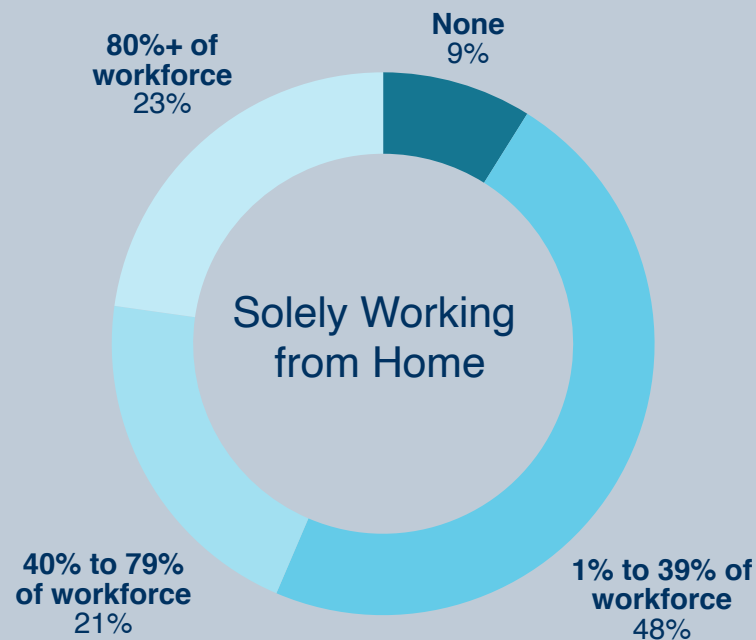
R6. Has your organization introduced any new remote work/flexible work policies during the pandemic?

▲ Statistically significantly higher than previous year.

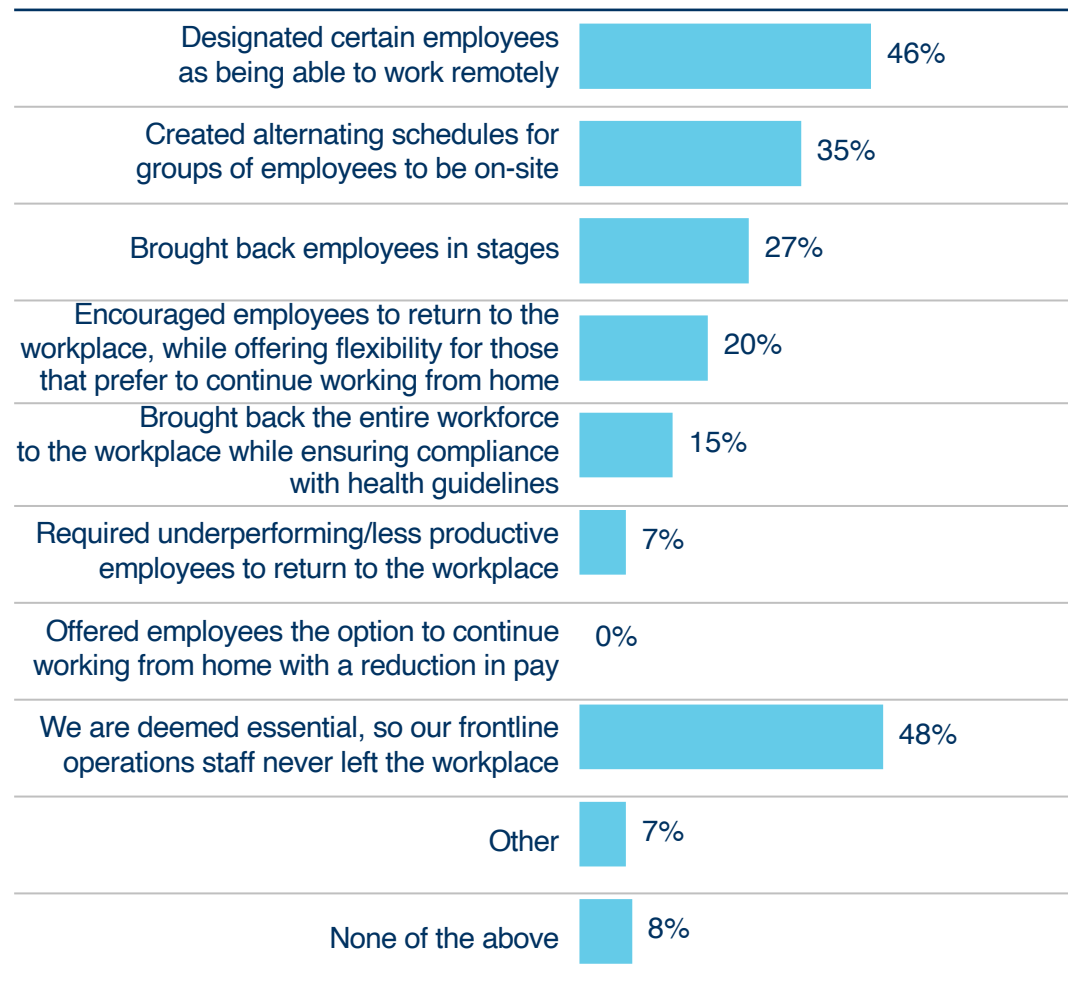
▼ Statistically significantly lower than previous year.

Percentage Workforce Working Home/On-Site

Manitoba organizations have a mix of working arrangements, with over 2-in-5 organizations having over 40% of their workforce *solely working from home*, and just over 3-in-5 having over 40% of their workforce *working solely on-site*.



Base: Employed in HR, excluding consultants (n=101)
R8. Please indicate what percentage of your workforce...



Base: Employed in HR, excluding consultants (n=108)

R9. What approaches has your organization taken for returning employees to the workplace?

Approaches for Returning Employees to Workplace

Close to half of Manitoba organizations have *designated certain employees as being able to work remotely*, while just over one-third have *created alternating schedules for groups of employees to be on-site*.

Almost half of Manitoba organizations are *deemed essential, so their frontline staff never left the workplace*.

Likelihood of Organizations to Offer Remote Work after 2021

Thinking past 2021, close to two-thirds of HR professionals believe their Manitoba organization is likely to *offer remote work as an option to more employees compared to before the pandemic*, and half believe they are likely to *be more open to recruiting and employing remote-based talent*.

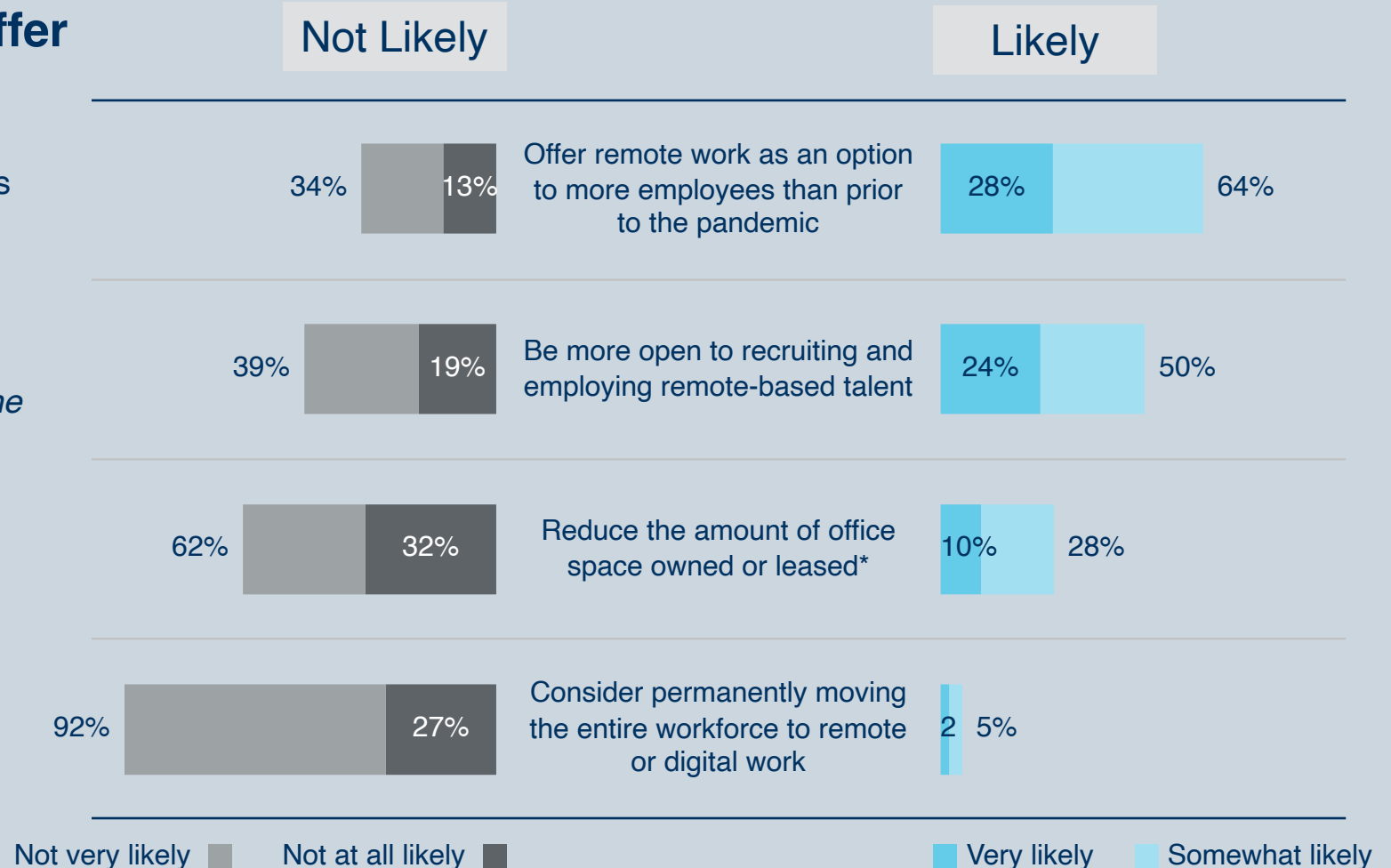
Close to 3-in-10 believe they are likely to *reduce the amount of office space owned or leased*.

Base: Able to Continue Operations During Pandemic (n=103)

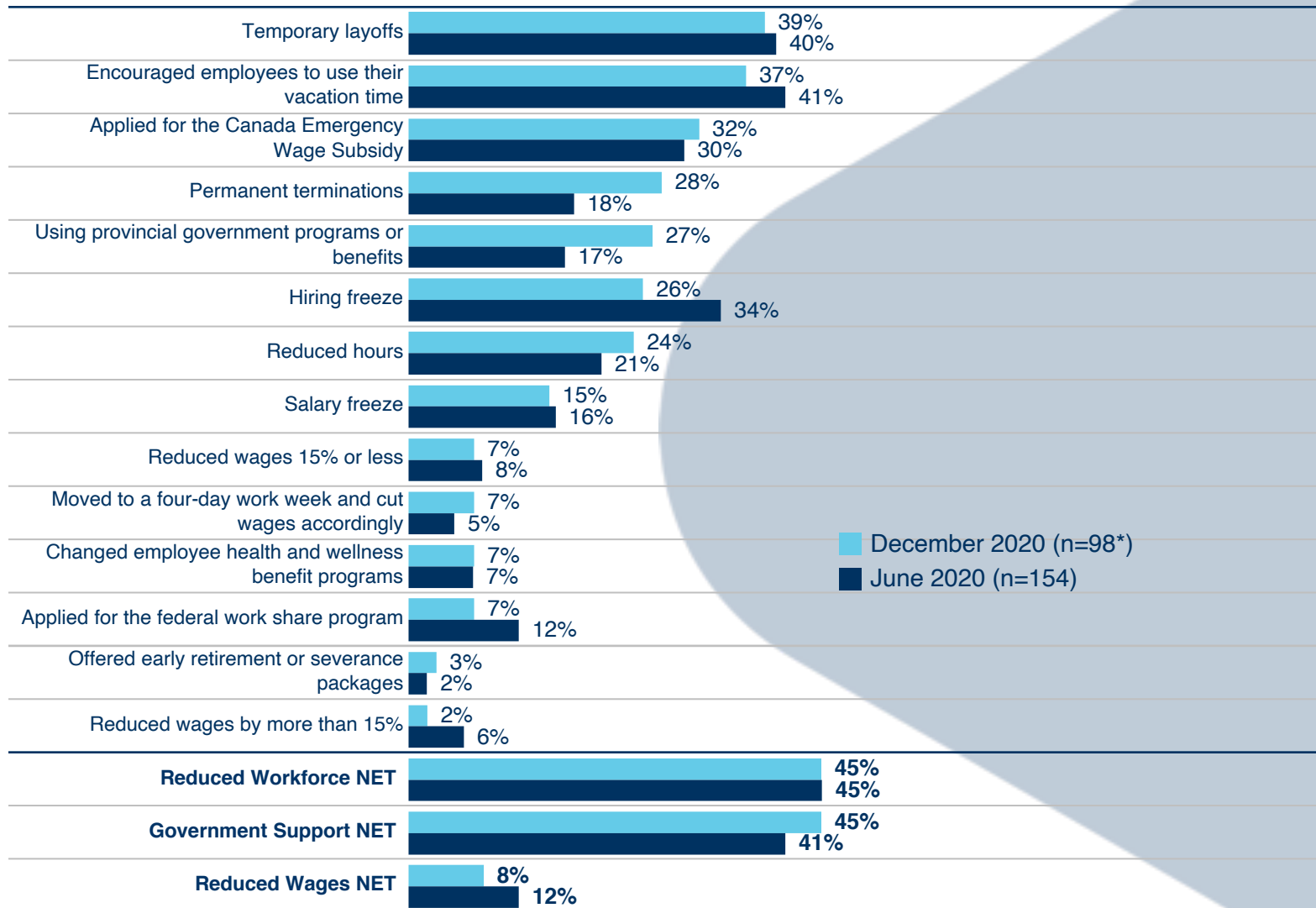
*Small base size, interpret with caution.

*Added December 2020.

R7. Thinking past 2021, how likely is it that that your organization will do each of the following?



Controlling Labour Costs



Actions Taken to Control Labour Costs

In response to the economic downturn from the pandemic, close to 2-in-5 Manitoba organizations have controlled labour costs through *temporary layoffs* or *encouraging employees to use vacation time*.

More than 3-in-10 have *applied for the Canada Emergency Wage Subsidy* program.

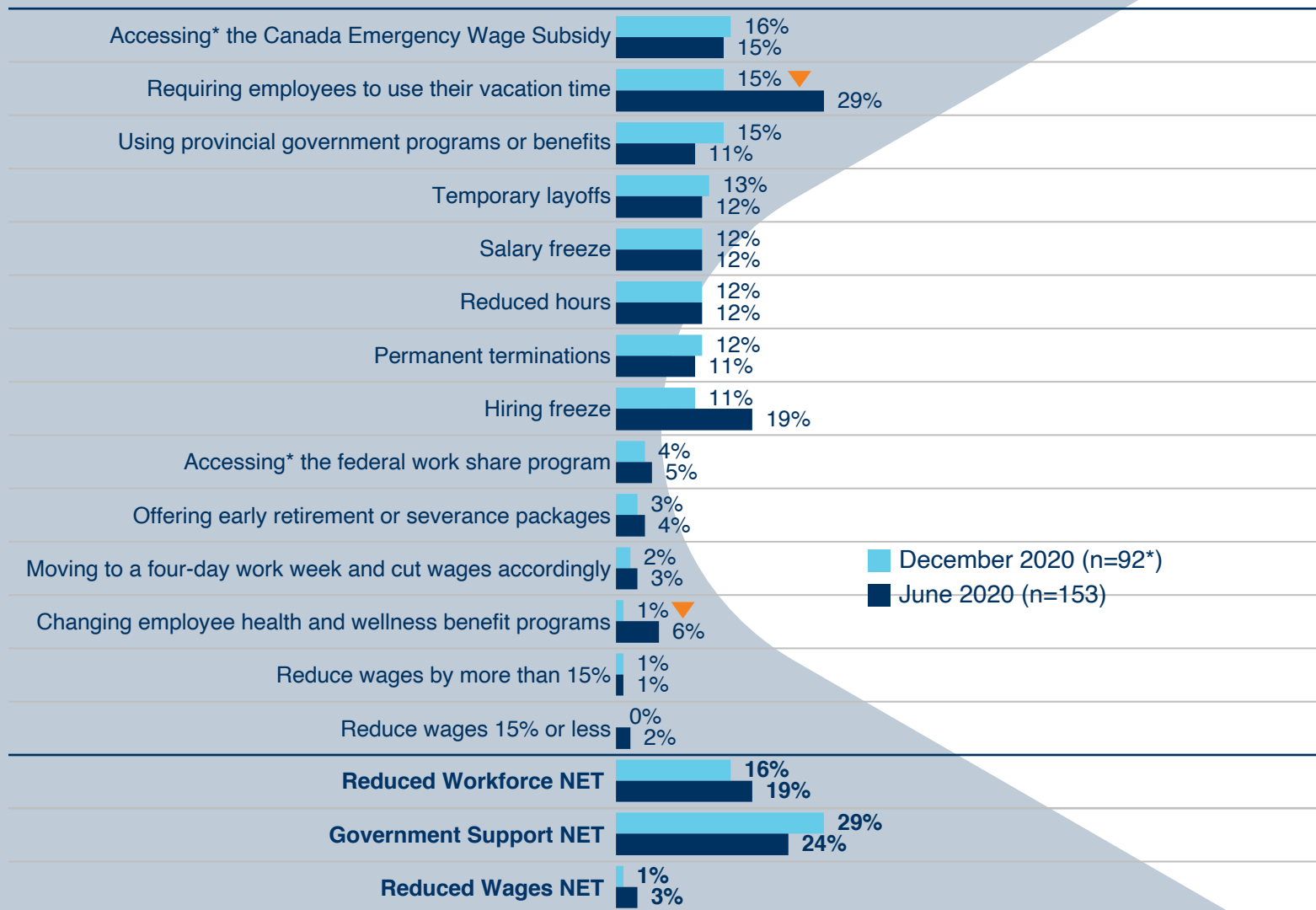
Base: Employed in HR, excluding consultants

**Very small base size, interpret with extreme caution.

P7. Which of the following actions did your organization take to control labour costs in response to the economic downturn from the pandemic?

▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.



Planned Future Actions to Control Labour Costs

Compared to last survey wave, significantly fewer Manitoba organizations plan to *require employees to use their vacation time*, when looking to control labour costs in the next 3 to 6 months (down from 29% to 15%).

Significantly fewer are considering *changing health and wellness benefit programs* compared to the last survey wave.

*Dec 2020 change from 'applying for' to 'accessing'

Base: Employed in HR, excluding consultants

*Small base size, interpret with caution.

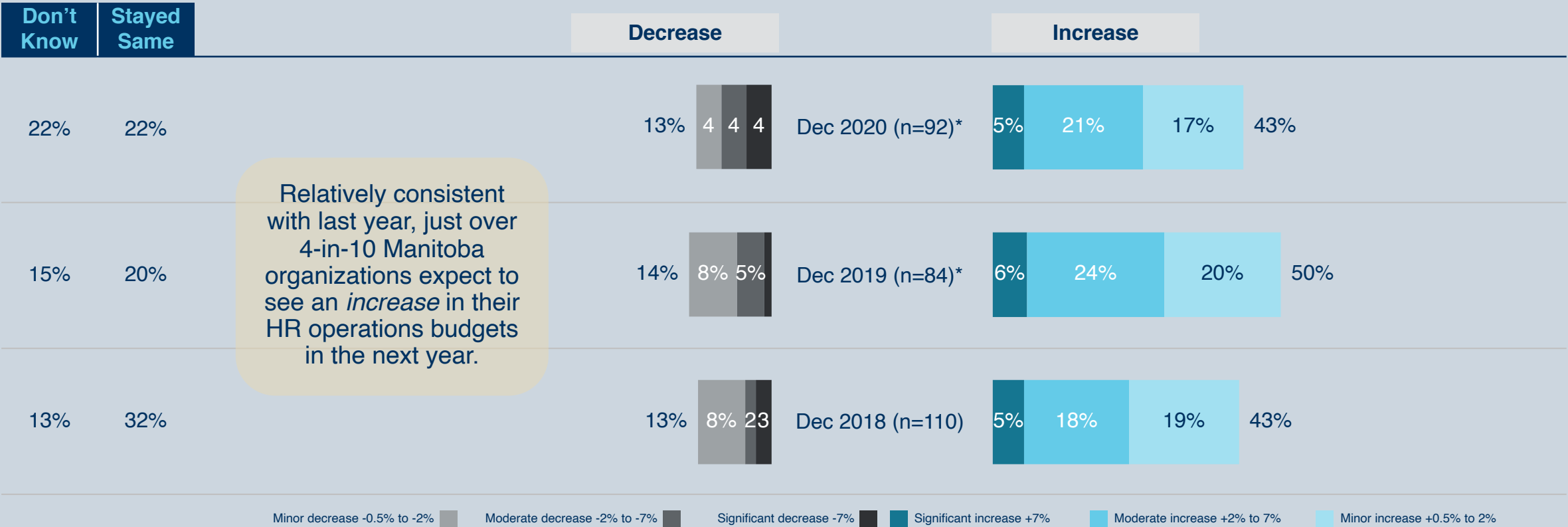
P8. Which of the following actions does your organization plan to take in the next three to six months to control labour costs in response to the economic downturn from the pandemic?

▲ Statistically significantly higher than previous year.

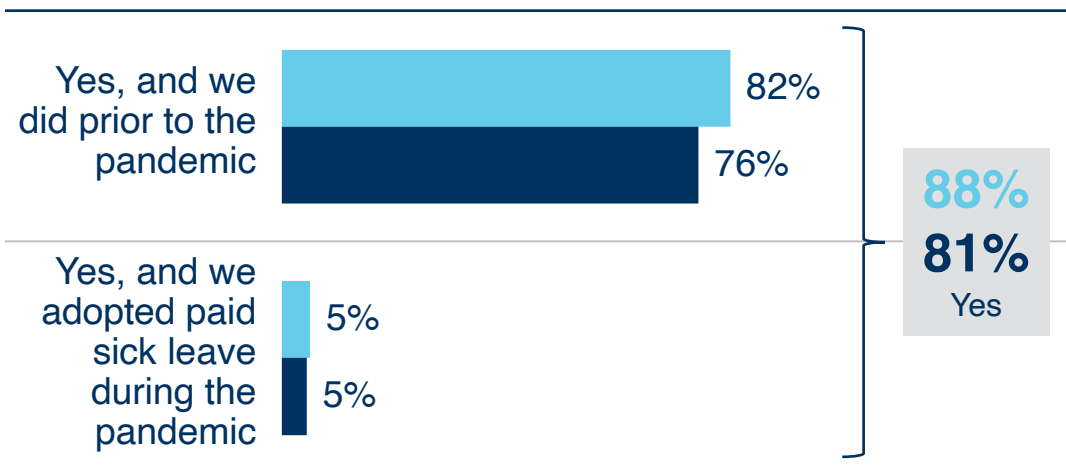
▼ Statistically significantly lower than previous year.

Impact on HR Initiatives, Policies, and Employee Learning

Expected Change to the 2021 HR Operations Budget



Base: Employed in HR function, excluding consultants
*Small base size, interpret with caution
D5. Which one of the following options most closely matches how you expect your HR operations budget to change within the next budget year?



Base: Employed in HR, excluding consultants
*Small base size, interpret with caution.
P9. Does your organization offer paid short-term sick leave?

■ December 2020 (n=96*)
■ June 2020 (n=153)

Short-Term Paid Sick Leave

Over 8-in-10 Manitoba organizations offered paid short-term sick leave prior to the pandemic.

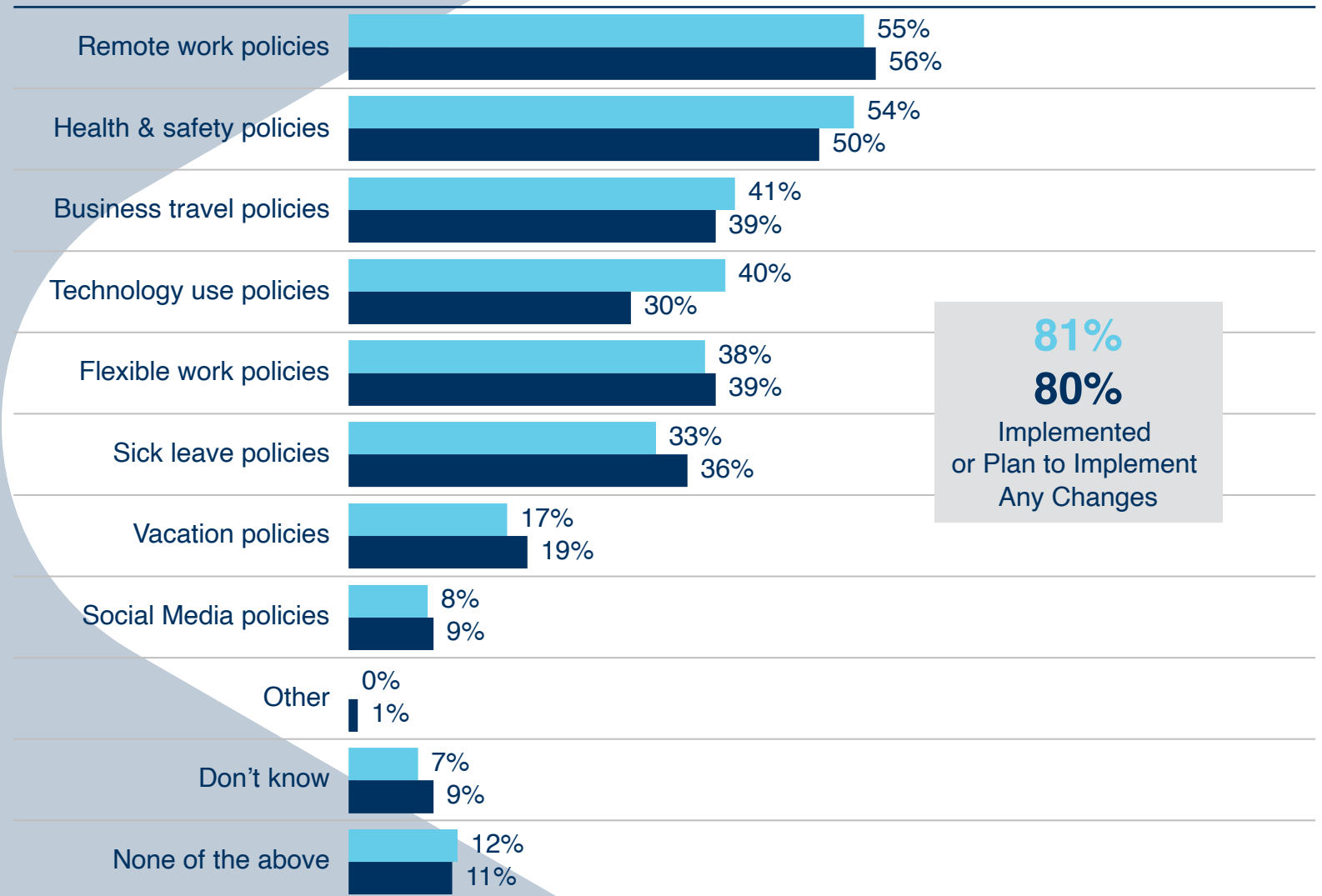
Implemented or Planned Changes to Policies in Response to the Pandemic

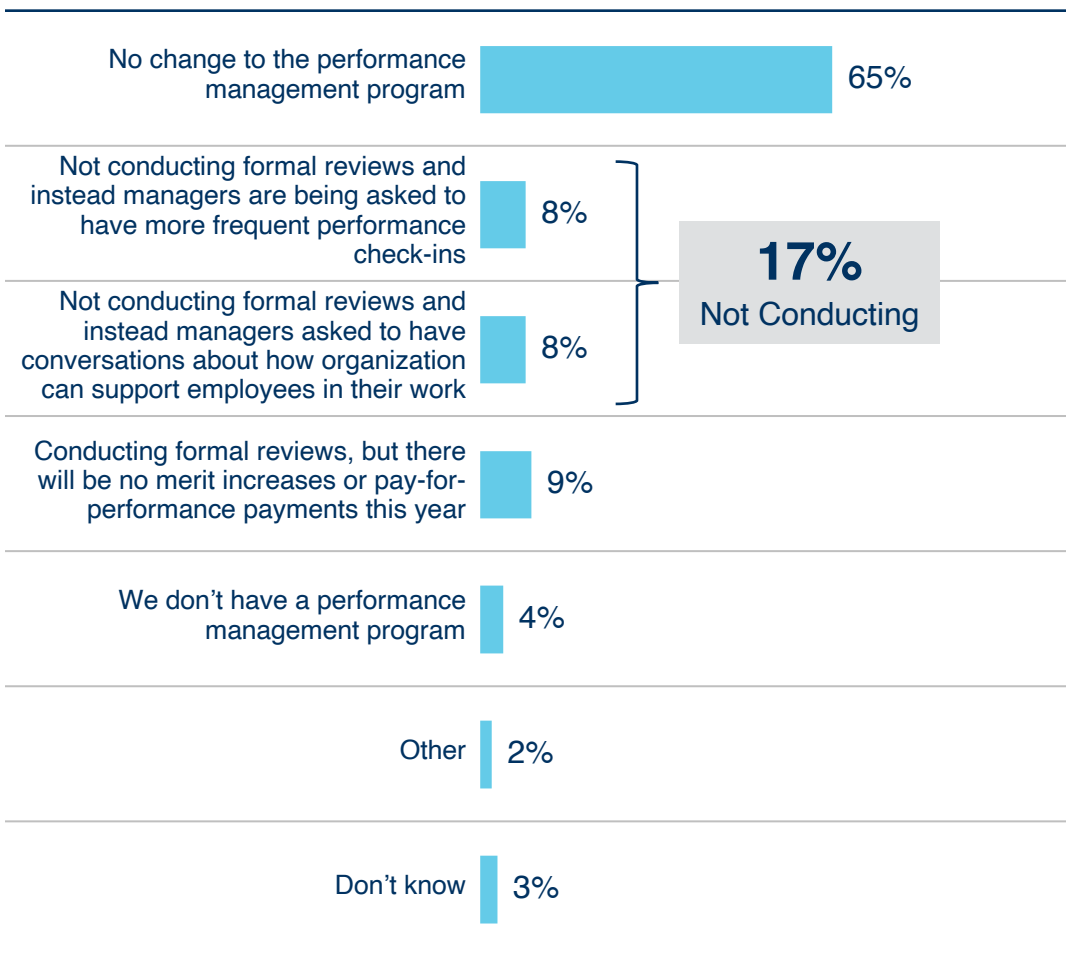
Consistent with the previous survey wave, 4-in-5 Manitoba organizations have implemented or plan to implement changes to one or more policies in response to the pandemic over the next 3 months – most commonly policies related to *remote work* and *health and safety*.

■ December 2020 (n=95*)
■ June 2020 (n=153)

Base: Employed in HR, excluding consultants
*Small base size, interpret with caution.

P10. Did your organization implement changes to the following policies, or does it plan to do so in the next three months in response to the pandemic?





Base: Employed in HR, excluding consultants (n=96)*

*Small base size, interpret with caution.

P26. Which of the following best describes the approach your organization has taken towards performance management this year?

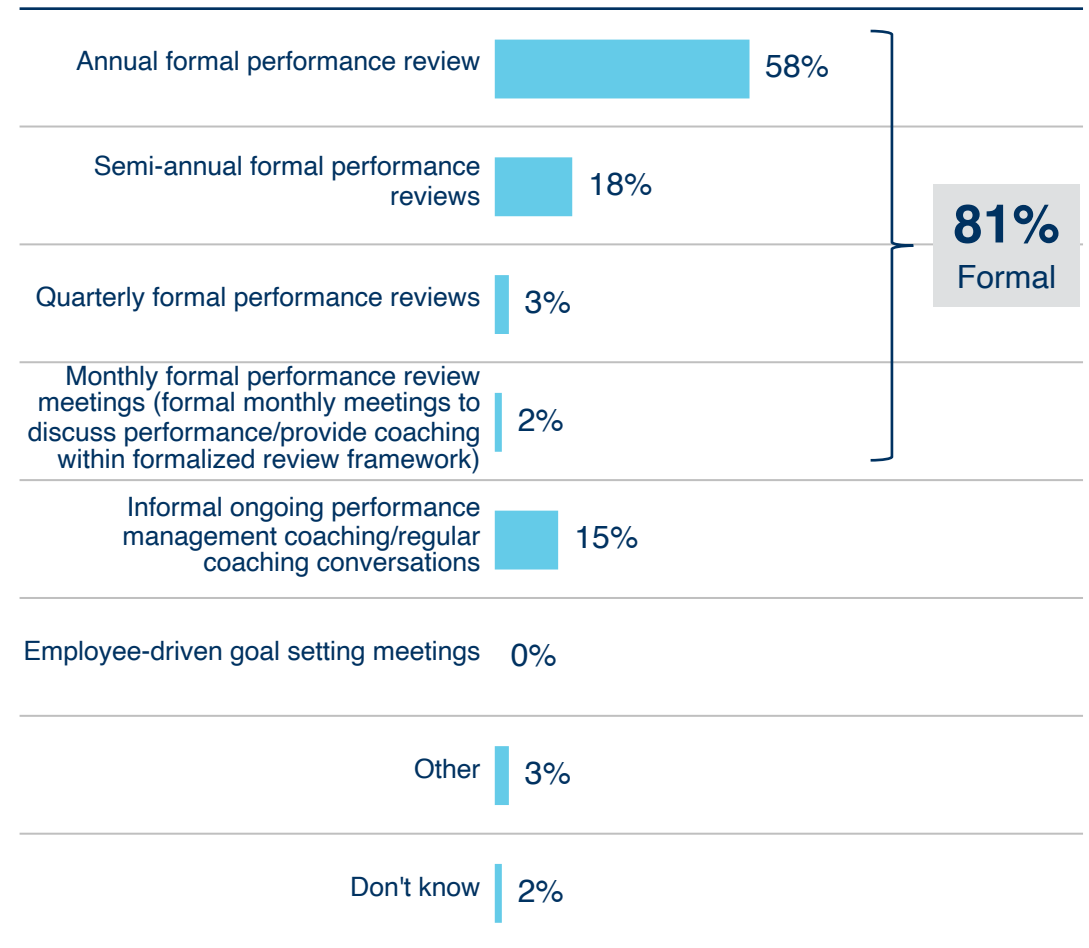
Approach to Performance Management

Most Manitoba organizations have *not made any changes to their performance management program* this year, while just under 2-in-10 are *not conducting formal reviews*.

Close to 1-in-10 are *conducting formal reviews, but there will be no merit increases or pay-for-performance payments this year*.

Established Performance Management Program

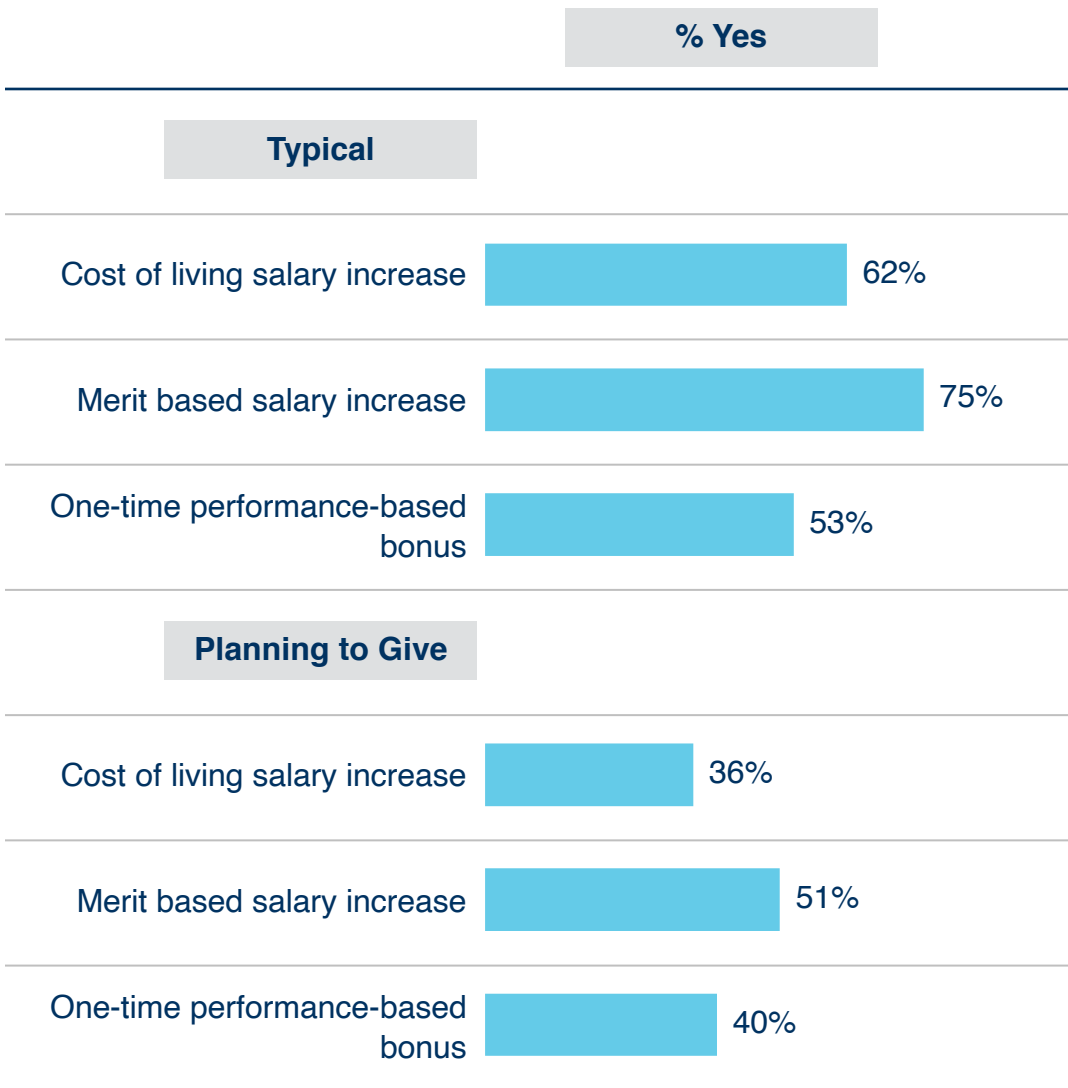
Just over 4-in-5 Manitoba organizations have *formal performance review programs*, with close to 3-in-5 having *annual formal performance reviews*.



Base: Employed in HR, excluding consultants (n=62)*

*Small base size, interpret with caution.

P26a. Which of the following best describes your organization's established performance management program?



Typical Yearly Salary Increase

Manitoba organizations are less likely to provide their typical salary increases this year.

Three-quarters typically *give merit based salary increases*, but only half are planning to give them this year. Around 6-in-10 typically *provide cost of living salary increases*, but just over one-third plan on giving this year.

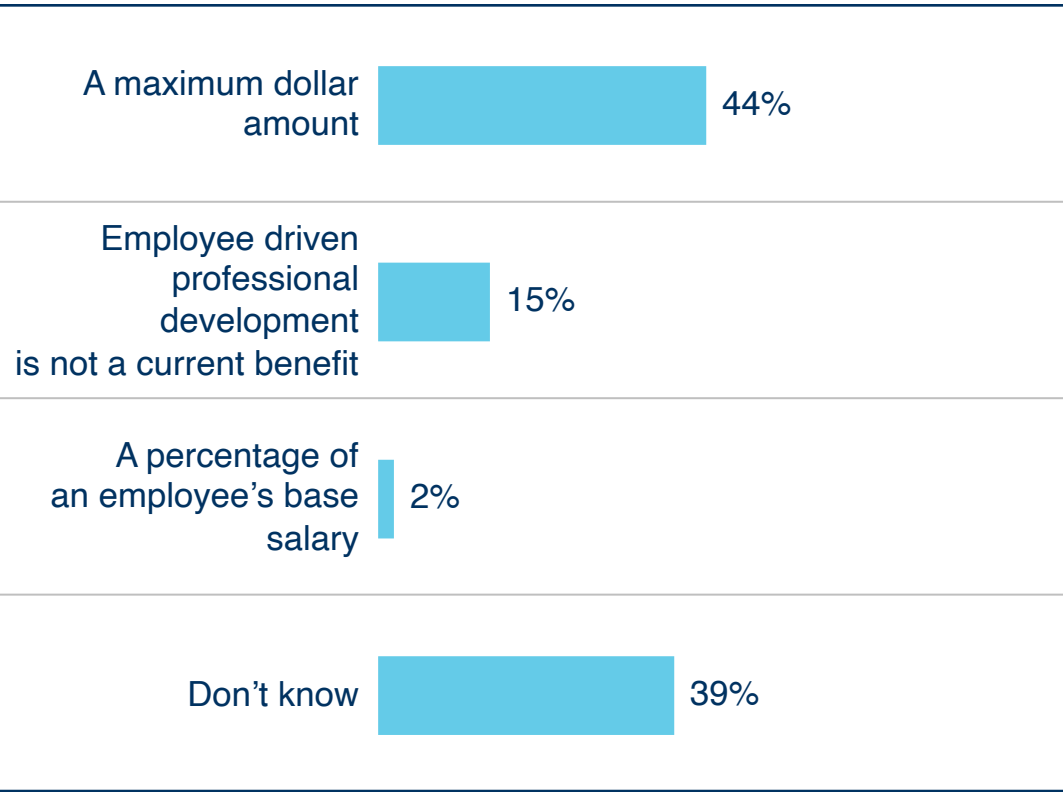
Base: Employed in HR, excluding consultants (n varies)

*Small base size, interpret with caution.

P27. In a typical year, does your organization consider giving the following...

P27a. Is your organization planning to give the following this year?

Professional Development Funds Allocation

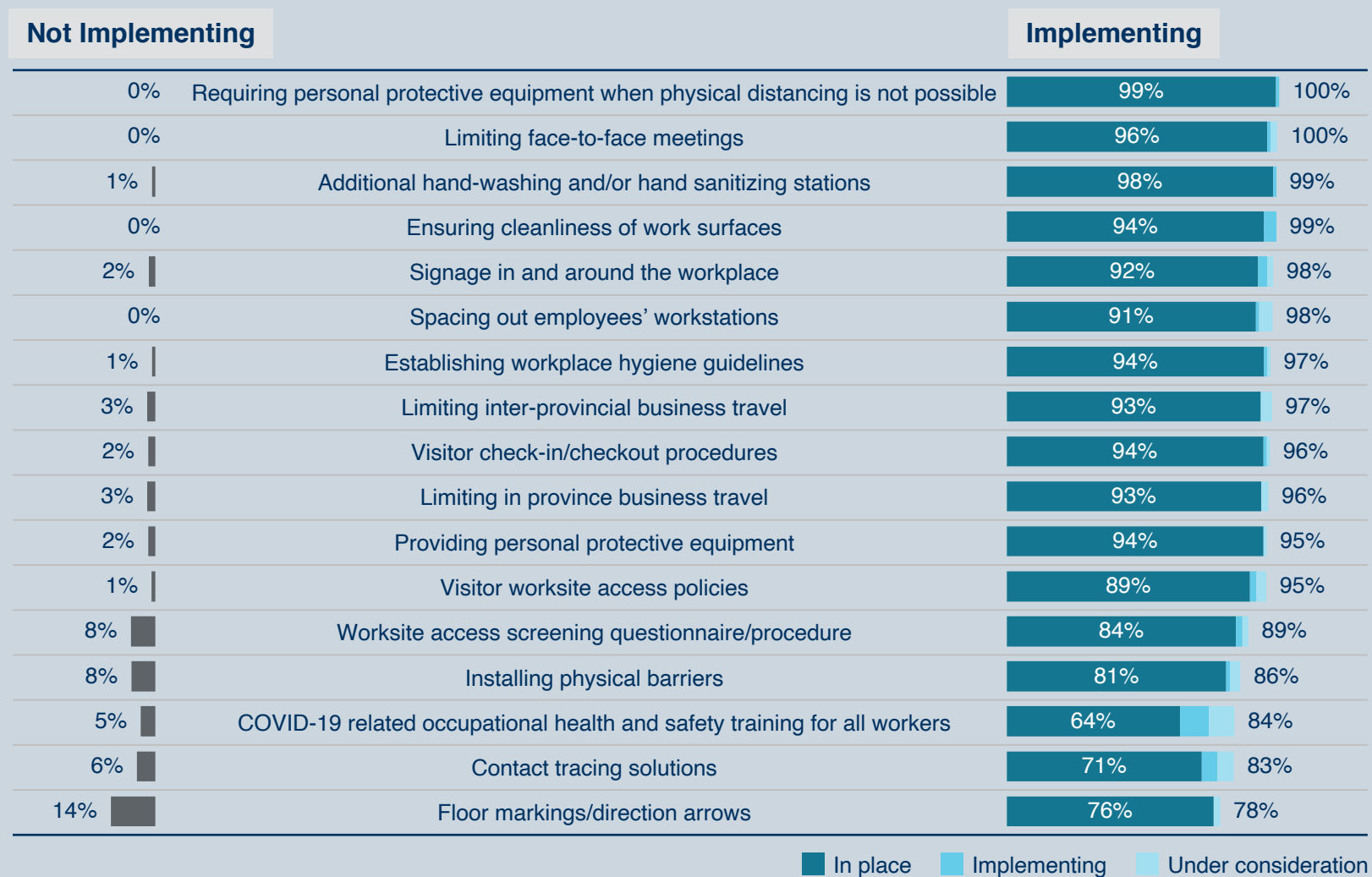


Base: Employed in HR function, excluding consultants (December 2020 n=94)*
*Small base size, interpret with caution.
D16. How does your organization allocate funds for employee driven professional development?

Professional Development Funds Allocation

Over 2-in-5 Manitoba organizations have a maximum dollar amount when allocating funds for employee driven professional development, while close to 2-in-5 are unsure of how professional development funds are allocated.

Returning to Normal Operations



Status of Employee Workplace Safety Measures

Almost all Manitoba organizations already have, are implementing, or are considering implementing most of the workplace safety measures tested in the survey.

Just over 1-in-10 will not be implementing *floor markings/direction arrows*.

Base: Employed in HR, excluding consultants & not applicable (n varies)

P4. Please indicate the status of the following measures to ensure employees' safety while at the workplace.

Forward Looking Priorities and Challenges

Forward Looking Priorities and Challenges:

Key Insights

For Manitoba organizations, *improving employee engagement* (51%) and *improving professional development* (44%) are the top HR priorities for 2021.

- Rounding out the top 5 list are *transforming organizational culture* (35%), *improving ability to attract/retain employees* (35%), and *safeguarding the health and safety of employees* (33%)

Employee engagement tops the list for human capital challenges in the next 12 months (55%), followed by COVID-19 related concerns:

- *Managing employees' concerns and fears over COVID-19* (50%), *managing a more remote workforce* (36%), *complying with public health guidelines* (31%) and *staffing level uncertainty due to self-isolation requirements* (29%).

In the next 3-5 years, the top 2 human capital challenges are *employee engagement* (49%) and *leadership capacity* (42%).



Top HR Priorities



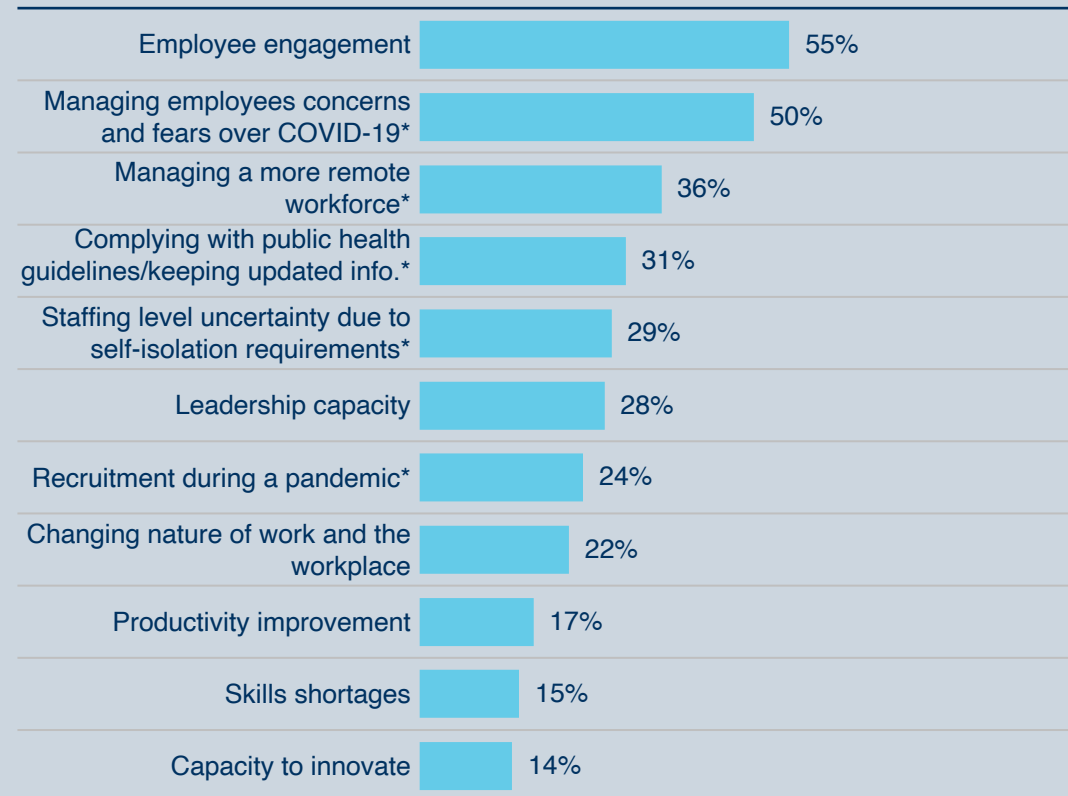
Base: Employed in HR function, excluding consultants (December 2020 n=94)*

*Slight word changes and new attributes added December 2020

*Small base size, interpret with caution

D19. Looking at your own organization from a human resources perspective, what are your top five objectives and priorities for 2021? Please select up to five.*

Top Human Capital Challenges in Next Year

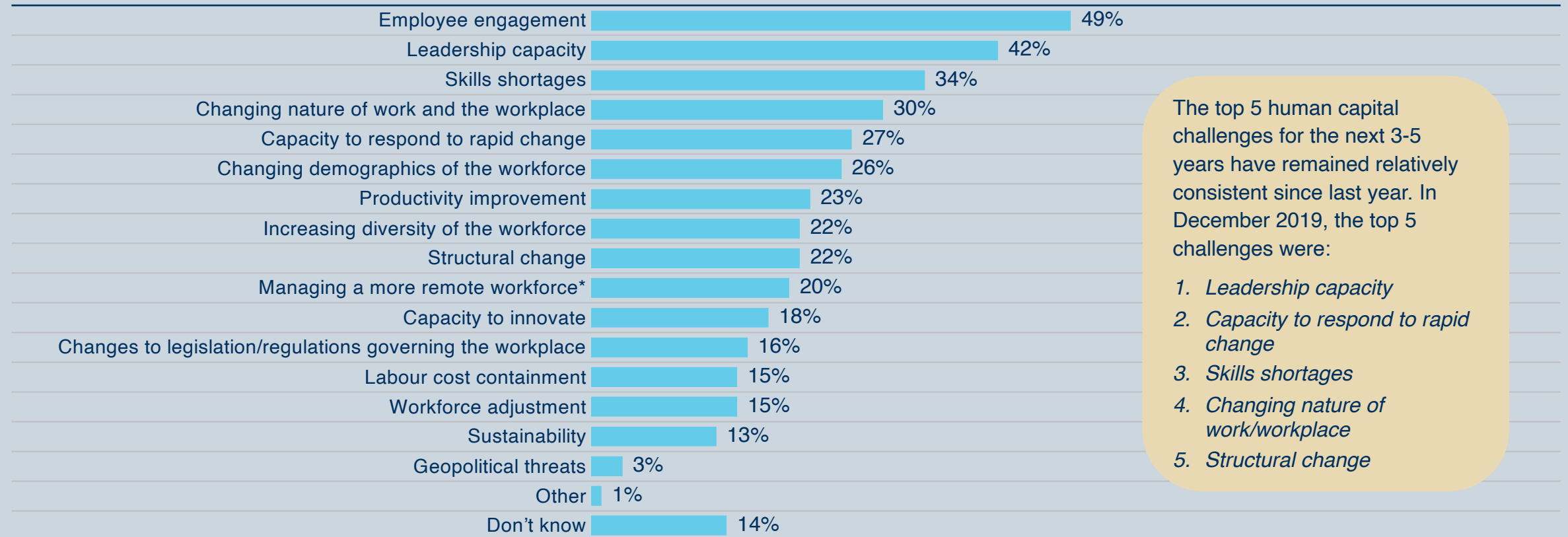


Base: Employed in HR function, excluding consultants (December 2020 n=94)* *Small base size, interpret with caution.

*Slight word changes and new attributes added December 2020

D20. In your opinion, what are the top five human capital challenges facing your organization in the next 12 months? Please select up to five.*

Top Human Capital Challenges in Next 3-5 Years



The top 5 human capital challenges for the next 3-5 years have remained relatively consistent since last year. In December 2019, the top 5 challenges were:

1. *Leadership capacity*
2. *Capacity to respond to rapid change*
3. *Skills shortages*
4. *Changing nature of work/workplace*
5. *Structural change*

Base: Employed in HR function, excluding consultants (December 2020 n=93)* *Small base size, interpret with caution.

*Slight word changes and new attributes added December 2020

D21. In your opinion, what are the top five human capital challenges facing your organization in the next 3 to 5 years? Please select up to 5.*

Talent Retention and Labour Market Statistics

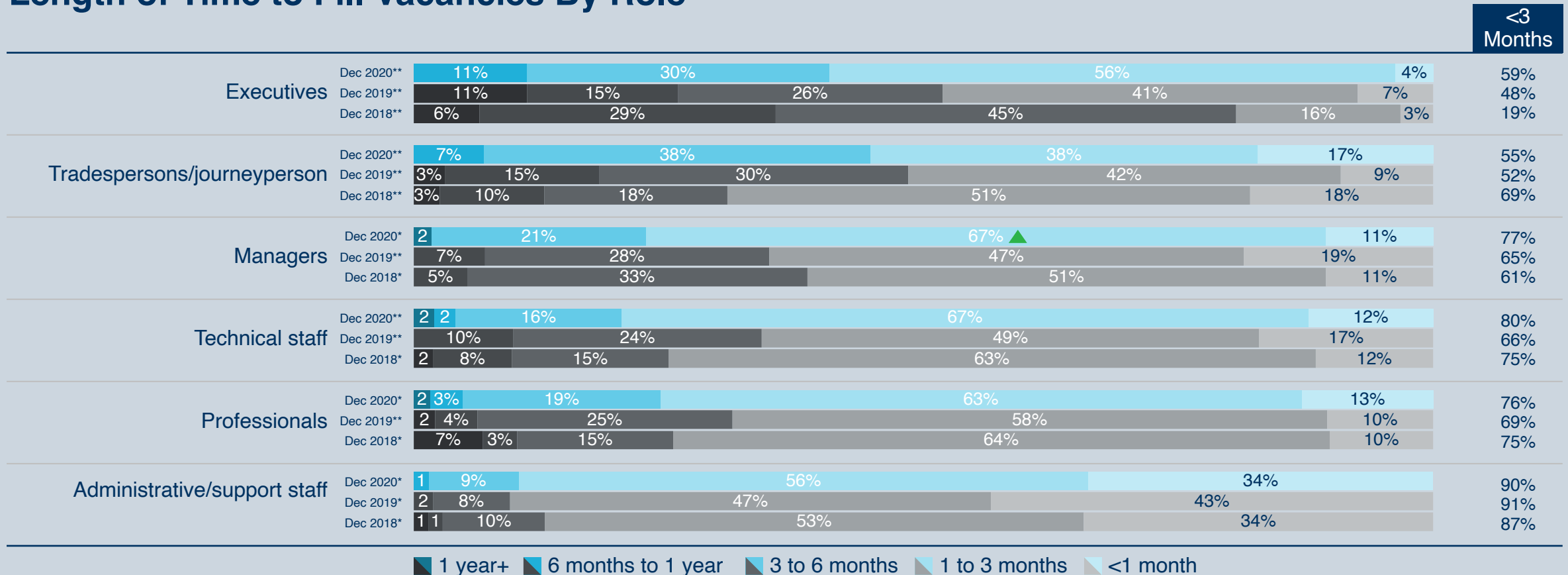
Vacancies and Turnover: Key Insights

Manager position vacancies at Manitoba organizations are being filled more quickly this year, with the proportion of vacancies that have taken *1-3 months* increasing significantly (67% vs. 47% last year).

The average voluntary turnover rate has declined from 18.0% in December 2019 to 13.3% in December 2020.



Length of Time to Fill Vacancies By Role



Base: Hired new employees in past 6 months, excluding don't know (n varies)

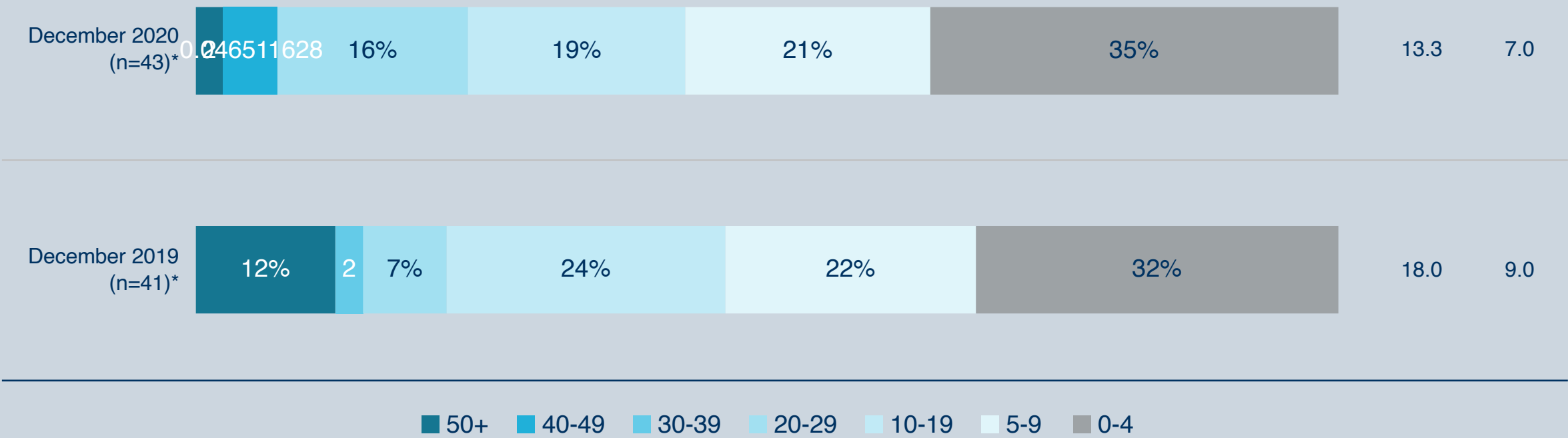
*Small base size, interpret with caution.

C11. Over the last six months approximately how long has it taken to fill vacancies for each of the following categories of employees?

Rate of Turnover

Voluntary

Mean | Median



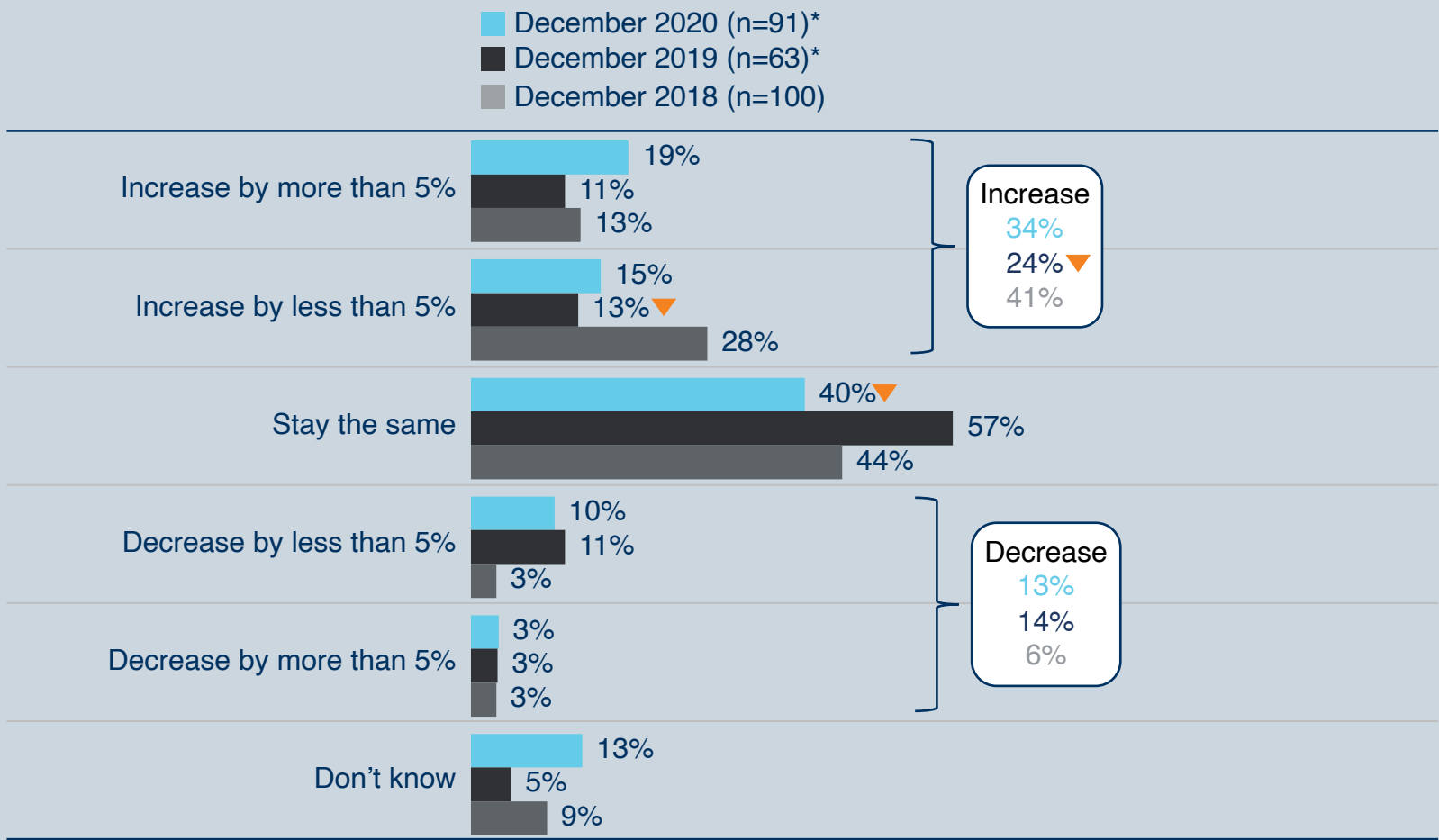
Base: Employed in HR function, excluding consultants
*Small base size, interpret with caution.
D3. What is the rate for the following types of turnover at your organization (number of permanent employees leaving as a percentage of total employment complement) in the past year?



Worried About Recruiting and Retaining Talent over Next 6 Months

Close to 3-in-5 Manitoba organizations are worried about the ability to recruit talent in the next 6 months, while just over half are worried about the ability to retain talent.

Base: Employed in HR, excluding consultants
*Small base size, interpret with caution;
C17. Over the next six months, how worried is your organization about the following...



Expected Change in Employment in the Next 6 Months

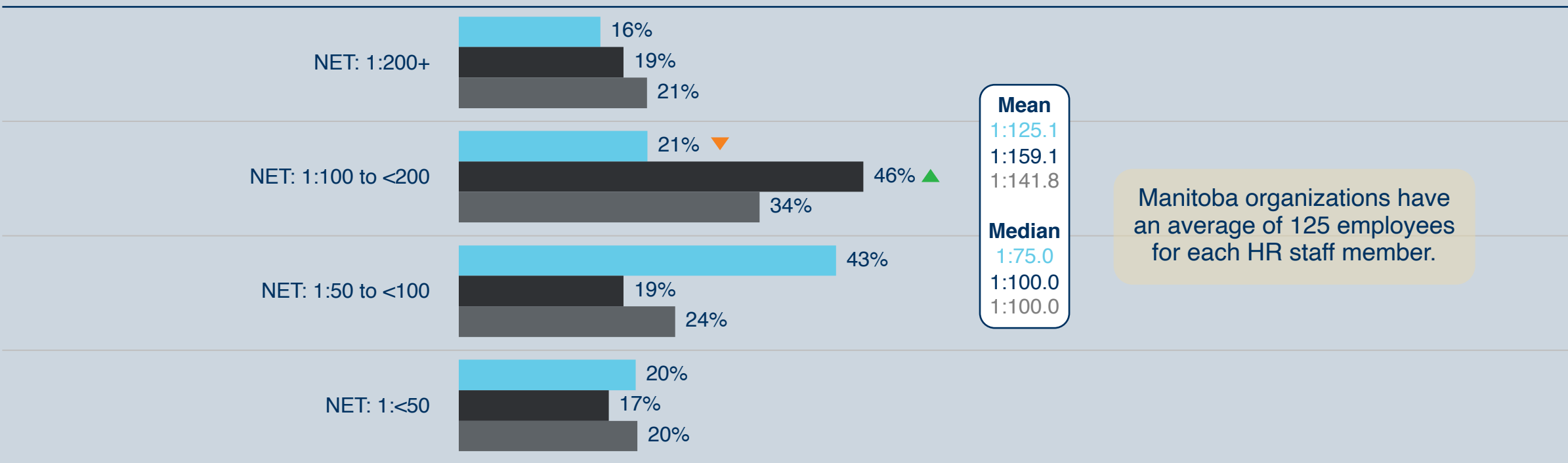
About one-third of Manitoba organizations expect to see an *increase* in the number of employees in the next 6 months.

Base: Expected employee change, exclude not applicable
*Small base size, interpret with caution. **Very small base size, interpret with extreme caution.
C13. Over the next six months, how you do expect the total number of employees to change for any reason?

▲ Statistically significantly higher than previous year.
▼ Statistically significantly lower than previous year.

Ratio of HR to Other Employees

■ Dec 2020 (n=75)*
■ Dec 2019 (n=59)*
■ Dec 2018 (n=94)*



Base: Expected employee change, exclude not applicable and don't know (don't know added Dec 2020)

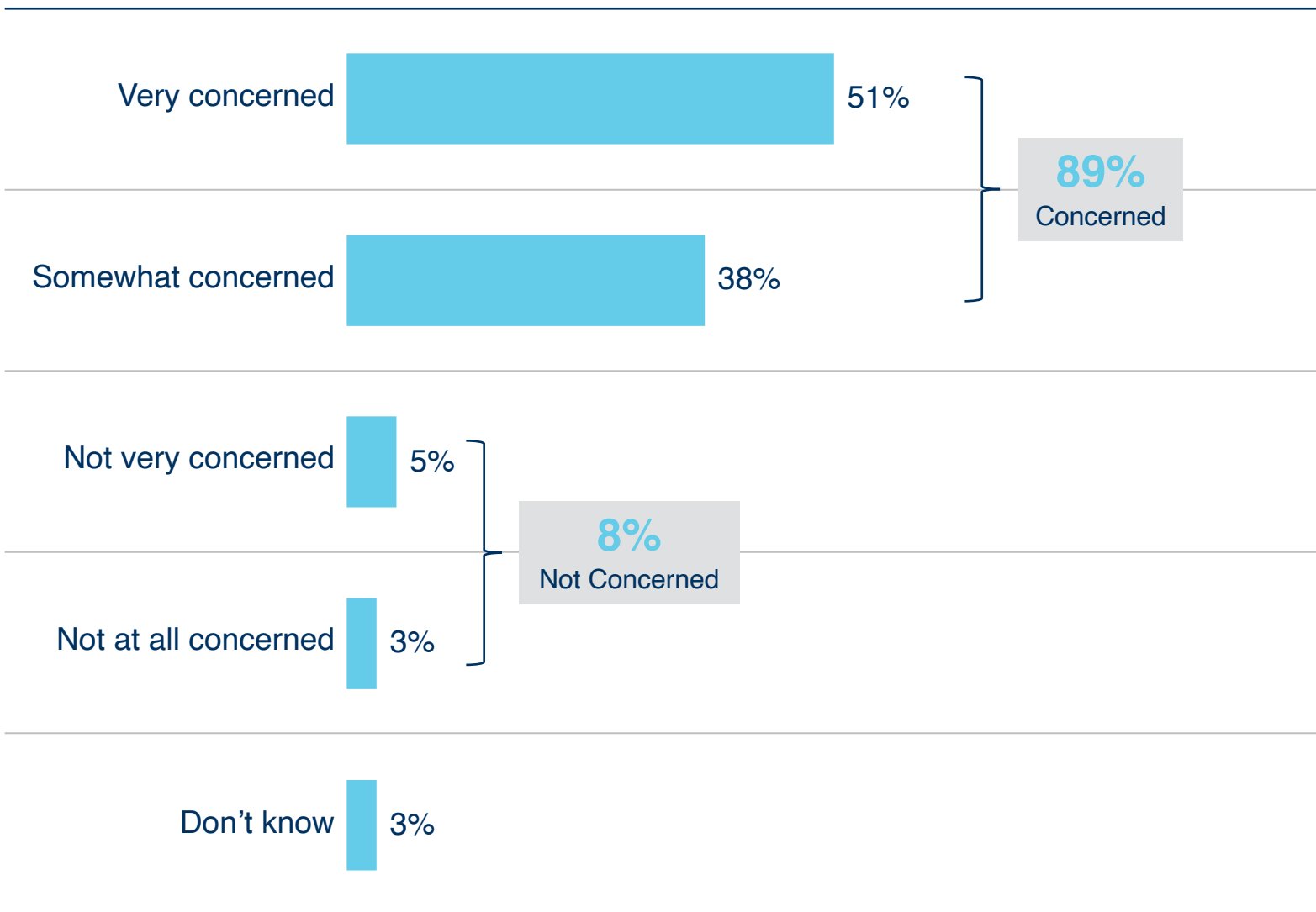
*Small base size, interpret with caution; **Very small base size, interpret with extreme caution.

C5. What is the ratio of HR employees to all other employees in your organization?

Mental Health

Concern About Mental Health

Close to 9-in-10 Manitoba organizations are concerned about their employees' mental health and wellbeing, with just over half being *very concerned*.



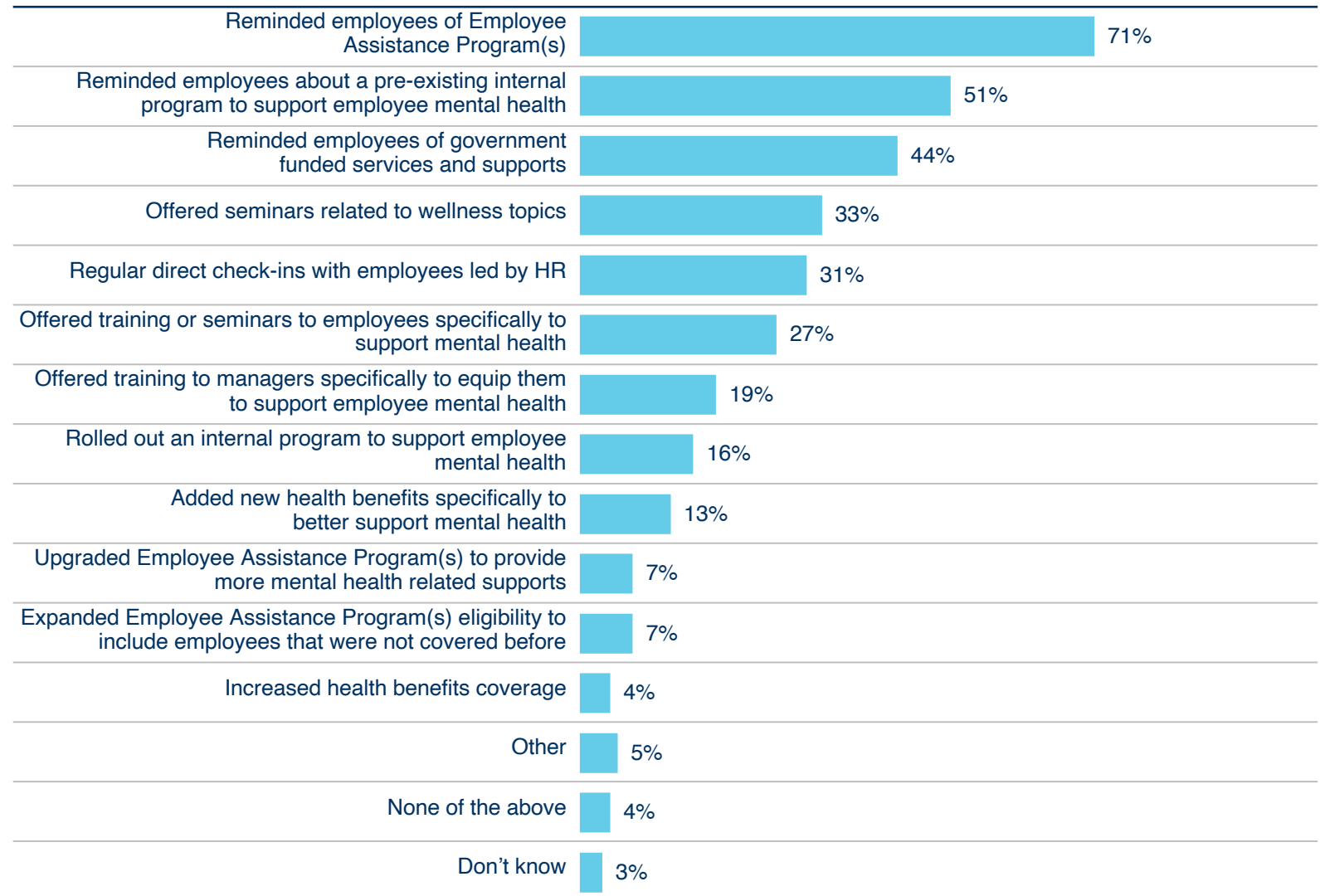
Base: Employed in HR, excluding consultants (n=96)*

*Small base size, interpret with caution.

P24. How concerned is your organization's leadership about the mental health and wellbeing of your employees?

Actions Taken to Support Mental Health

In order to support mental health of employees, just over 7-in-10 Manitoba organizations have *reminded employees of Employee Assistance Programs*, and just over half have *reminded employees about pre-existing internal programs to support mental health*.

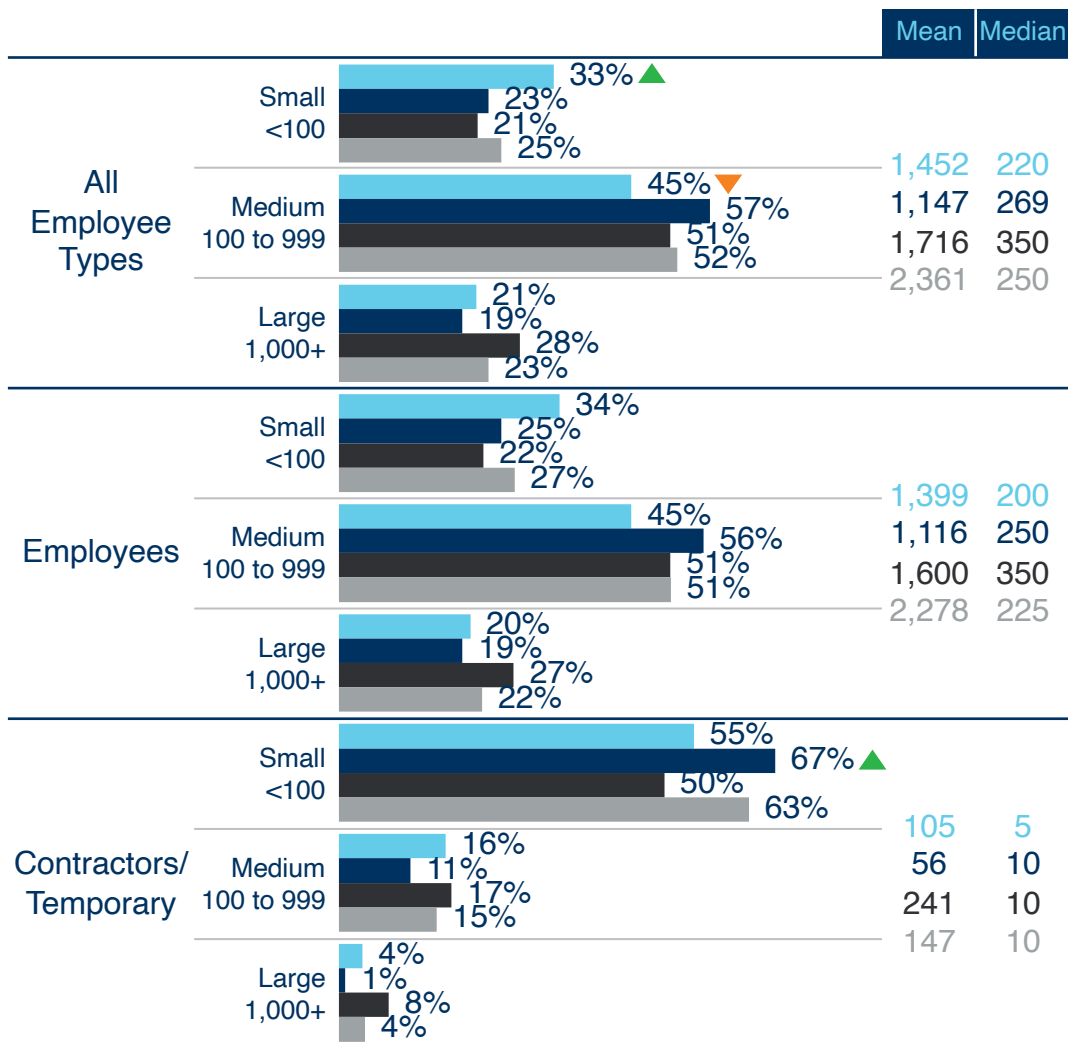


Base: Employed in HR, excluding consultants (n=96)*

*Small base size, interpret with caution.

P25. Which of the following best describe actions taken by your organization in the last six months to support the mental health of employees?

Respondent Profile



Base: Employed in HR function

C2. How many people (both full time and part time) does your organization have in the province of... ?

Organization Size

For the purposes of this report, small organizations are defined as those having fewer than 100 employees (of all types) within their province, medium organizations as those having between 100 and 999 employees, and large organizations as those employing 1,000 or more employees.

The average number of employees for Manitoba organizations is 1,452, while the median is 220.

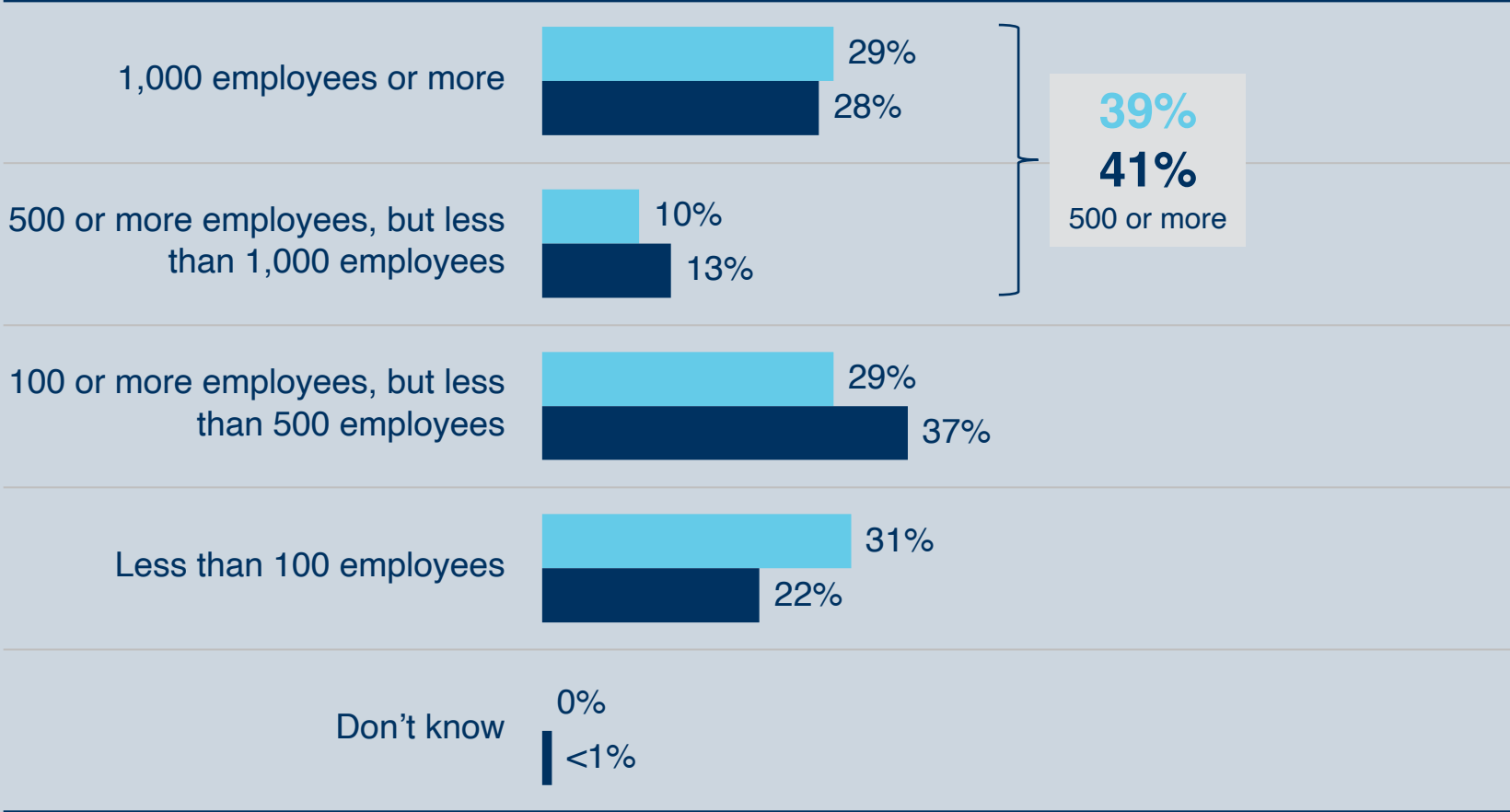
- December 2020 (n varies)
- June 2020 (n varies)
- December 2019 (n varies)
- December 2018 (n varies)

▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

Entire Organization Size

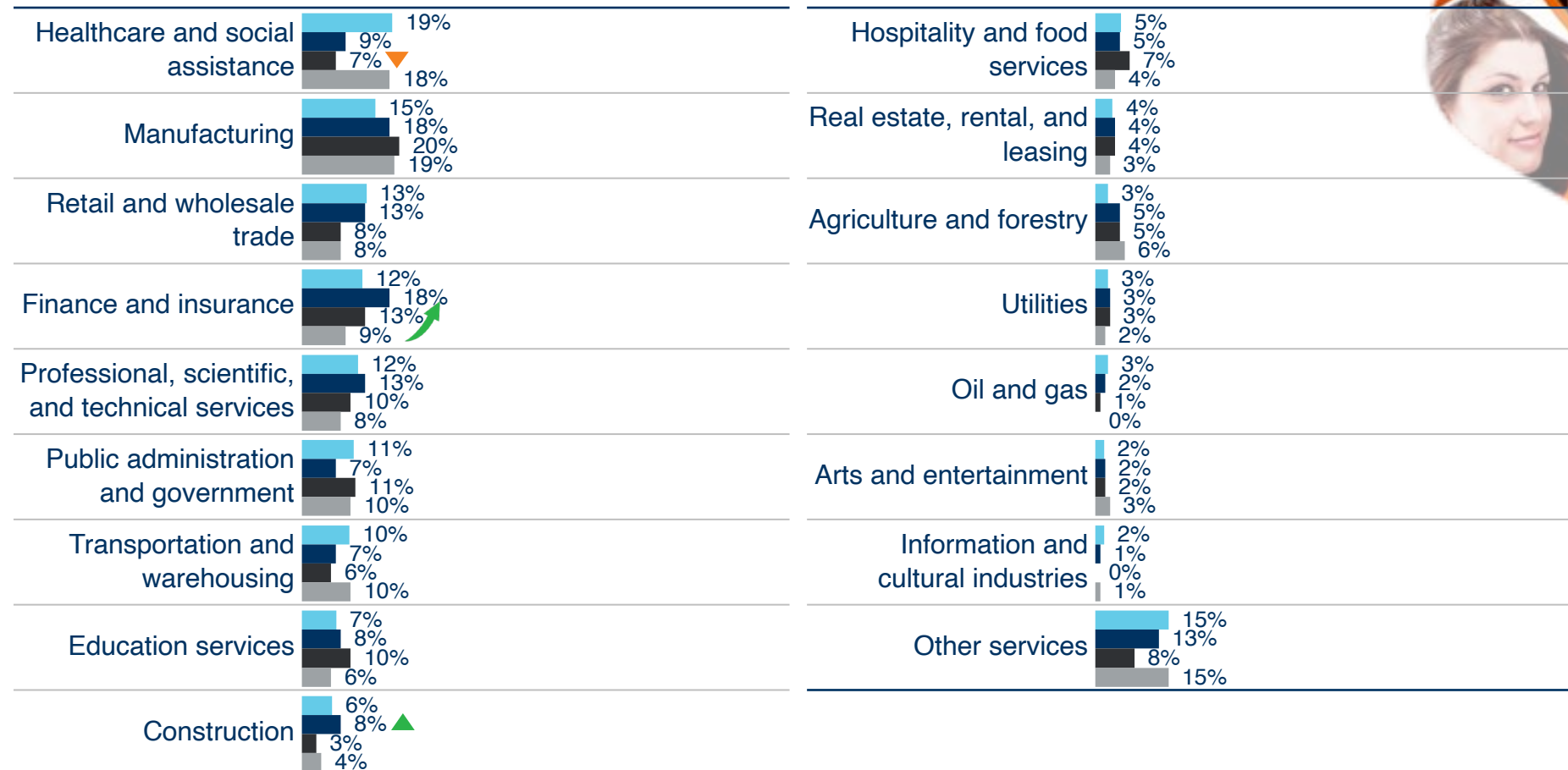
2-in-5 Manitoba HR employees work for organizations with 500 or more employees across the entire organization.



■ December 2020 (n=112)
■ June 2020 (n=167)

Base: Employed in HR, excluding consultants
PD1. What is the size of your entire organization?

Organization Sector



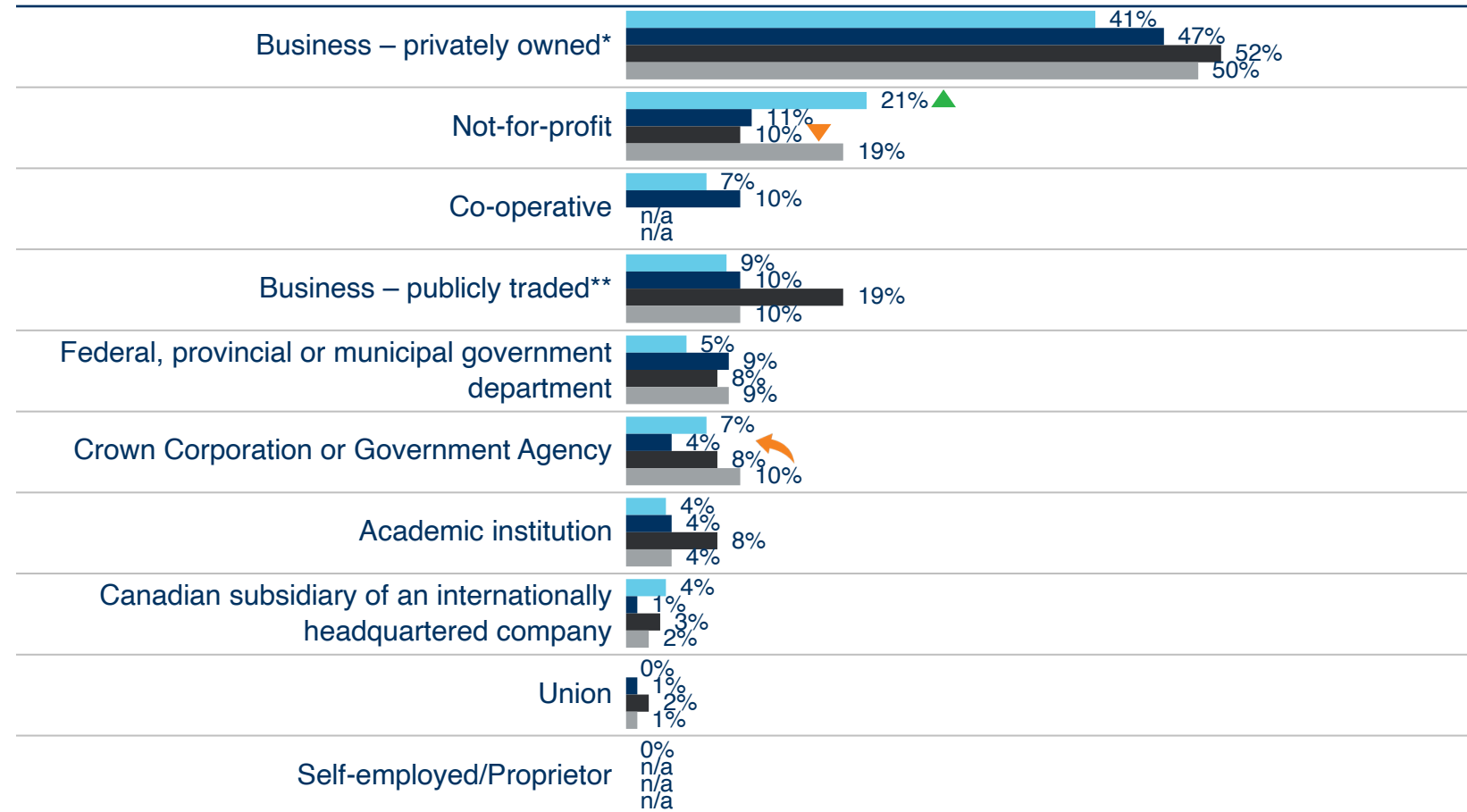
Base: Employed in HR function.

C3. What sector does your organization operate in? If you are a consultant to multiple firms, please select all of the applicable areas.



 December 2020 (n=113)
 June 2020 (n=169)
 December 2019 (n=106)
 December 2018 (n=143)

Type of Organization



Base: Employed in HR function

*Summer 2020 wording change from 'private firm' to 'privately owned' and from 'publicly traded firm' to 'publicly traded'
C3a. My organization is a...



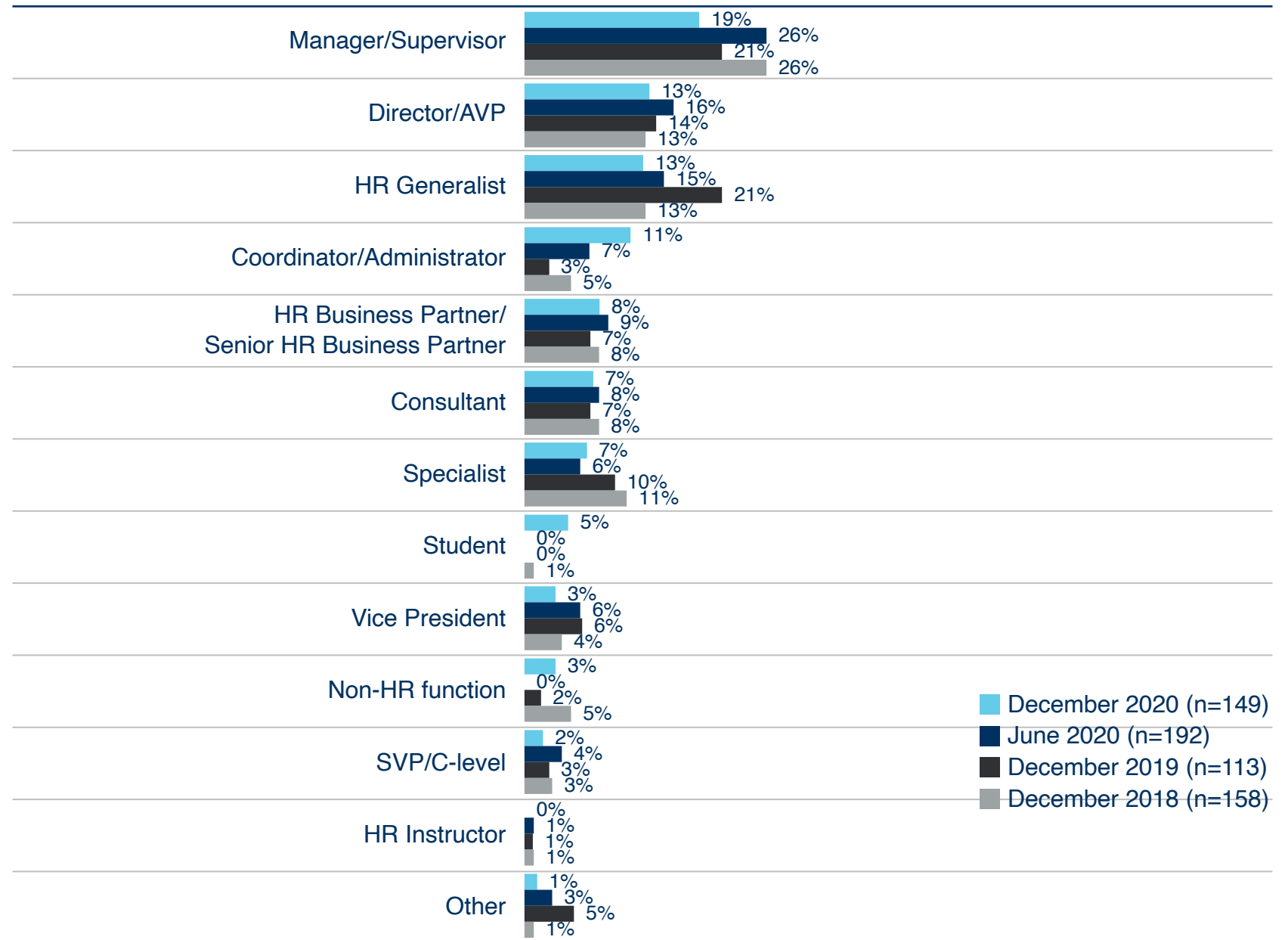
■ December 2020 (n=114)
■ June 2020 (n=168)
■ December 2019 (n=86)
■ December 2018 (n=128)

▲ Statistically significantly higher than previous year.

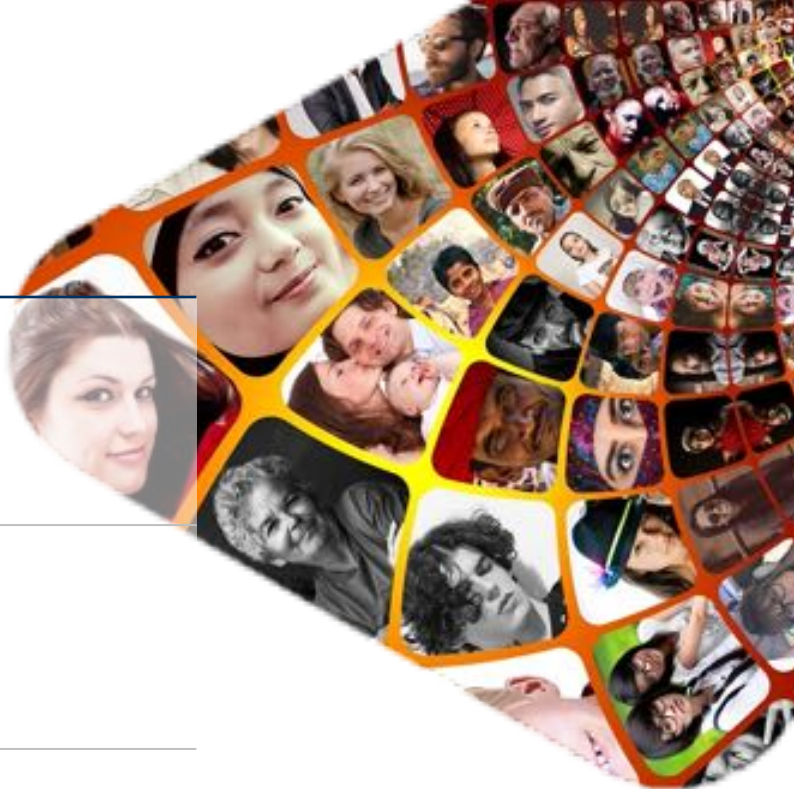
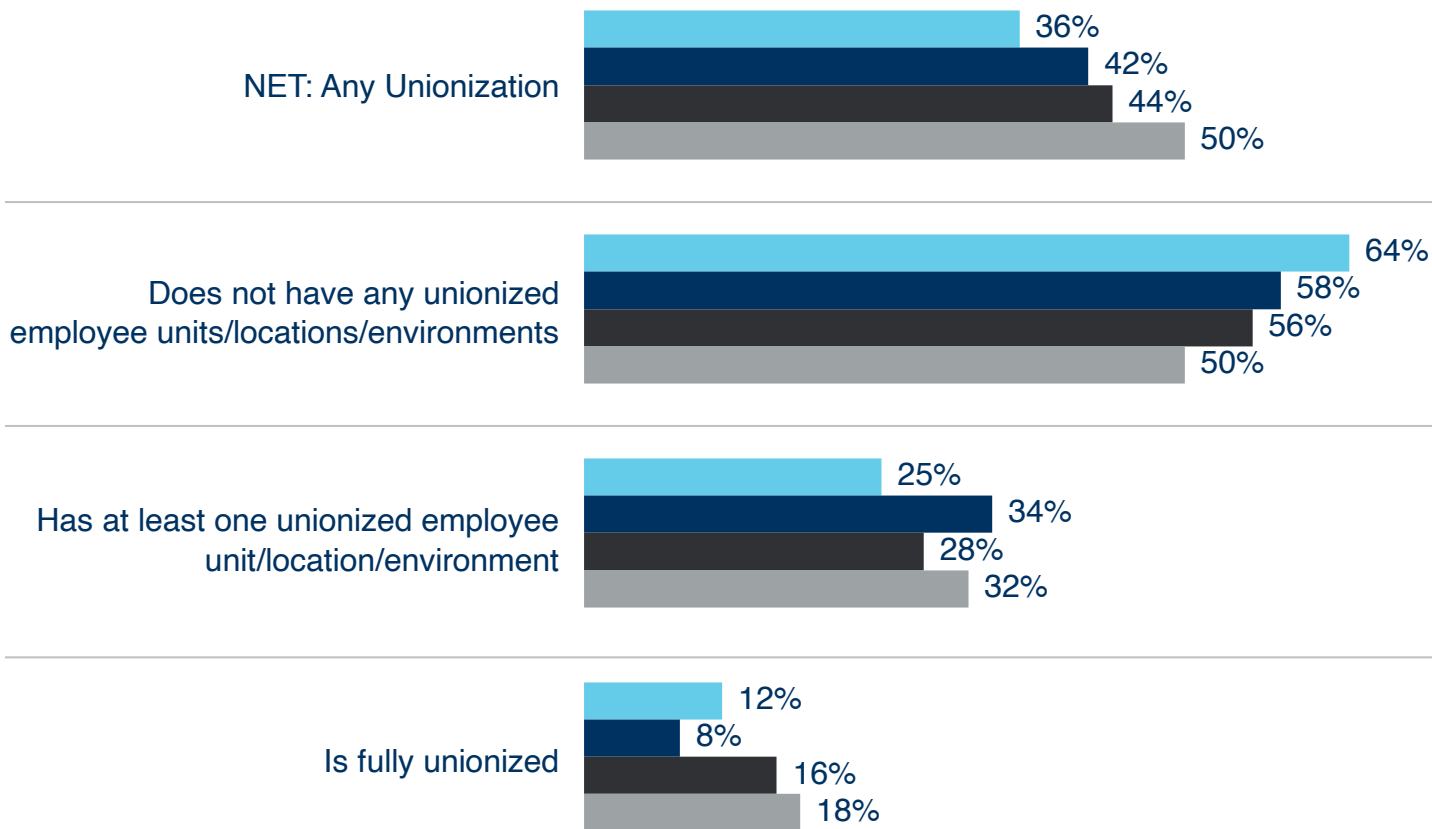
▼ Statistically significantly lower than previous year.

Organization Role

Base: All respondents
C1. Which option best describes your role in your organization?



Union Status



December 2020 (n=113)
June 2020 (n=167)
December 2019 (n=106)
December 2018 (n=143)

Base: Employed in HR function
C3b. Which of the following best describes your organization?

Contact Information

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For inquiries regarding the methodology and survey tool, contact:

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Email: caylaalbrecht@insightswest.com

About the Organization

Chartered Professionals in Human Resources of Manitoba

CPHR Manitoba is the exclusive certifying body in Manitoba for the nationally recognized Chartered Professional in Human Resources (CPHR) designation - the leading standard for HR professionals in Canada. Our mission is to advance the human resources profession. We work to achieve that by promoting the brand and supporting CPHRs in their professional development to foster public confidence in the designation and demonstrate the value of HR to business.