

Manitoba

HR Trends Report

Research to Help You Lead

SUMMER 2020

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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 is unique compared to previous reports in the series, as the survey questionnaire was altered with the intent to gauge the impact of the COVID-19 pandemic and better understand how organizations are responding.



Methodology



The Summer 2020 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 June 1st to 17th, 2020.

Members of the four associations were invited to participate via email communication from their respective associations. In total, 1,602 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 192 Manitoba human resources professionals participated in the survey, for an overall response rate of 11.99%. 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 192n (all survey respondents participating) is +/- 7.07% nineteen times out of twenty.

Sample



Throughout this report, where relevant and allowed by sufficient sample size, comparisons are made between different respondent subgroups, such as organization size. Where these differences are deemed statistically significant, they are indicated as follows:

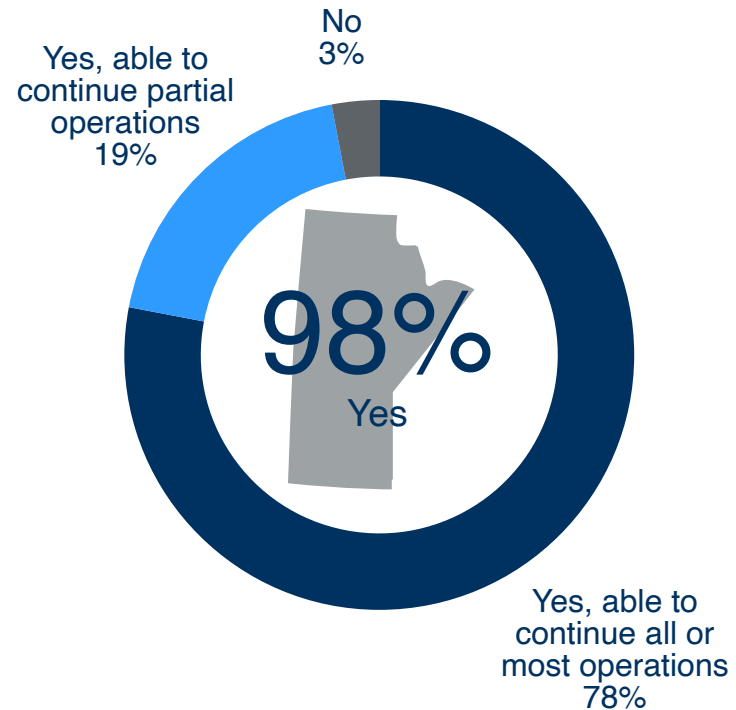
-  Statistically significantly **higher** than comparison group(s).
-  Statistically significantly **lower** than comparison group(s).

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=165)

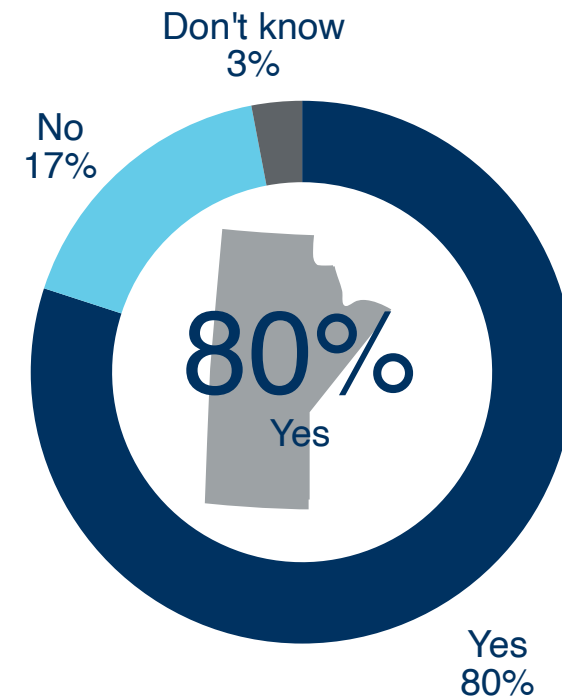
PD4. Was your organization able to continue operations throughout the pandemic?

Able to Continue Operations throughout Pandemic

Nearly all Manitoba organizations were able to continue at least some operations throughout the pandemic, although one-in-five report that they were only able to continue partial operations.

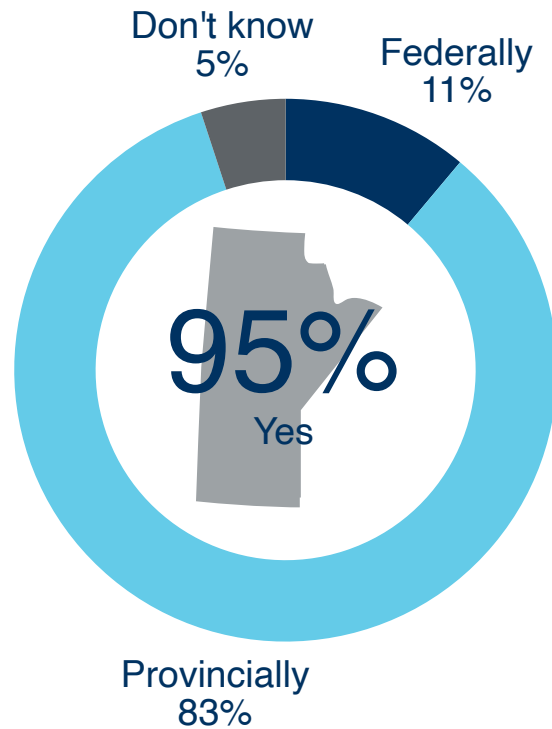
Deemed Essential Business

Four-in-five Manitoba organizations have been deemed an essential business by their provincial public health authority.



Base: Employed in HR, excluding consultants (n=163)

PD3. Has your organization been deemed an essential business by your provincial public health authority?

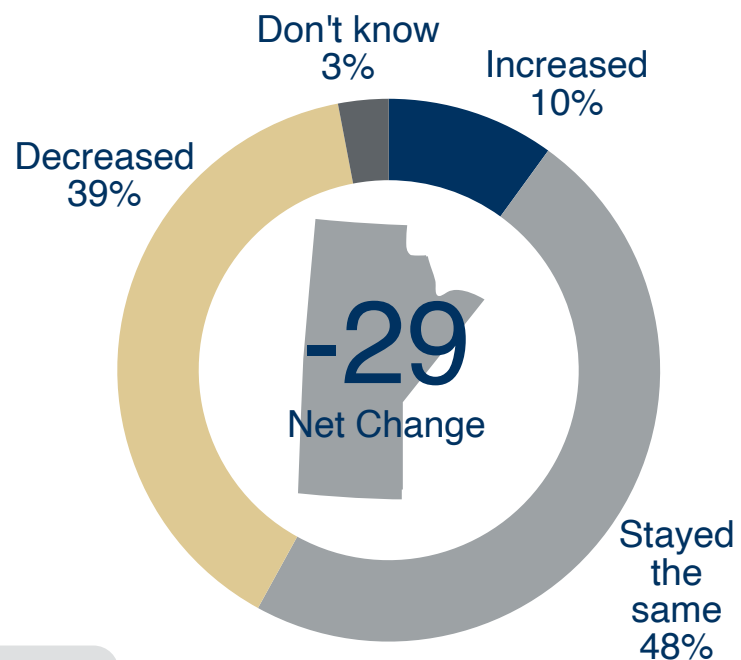


Base: Employed in HR, excluding consultants (n=166)
PD2. Is your workplace federally or provincially regulated?

Workplace Regulation

Nearly all organizations represented by respondents in Manitoba are provincially regulated.

Pandemic Impact



Net Change
= Increase Minus
Decrease

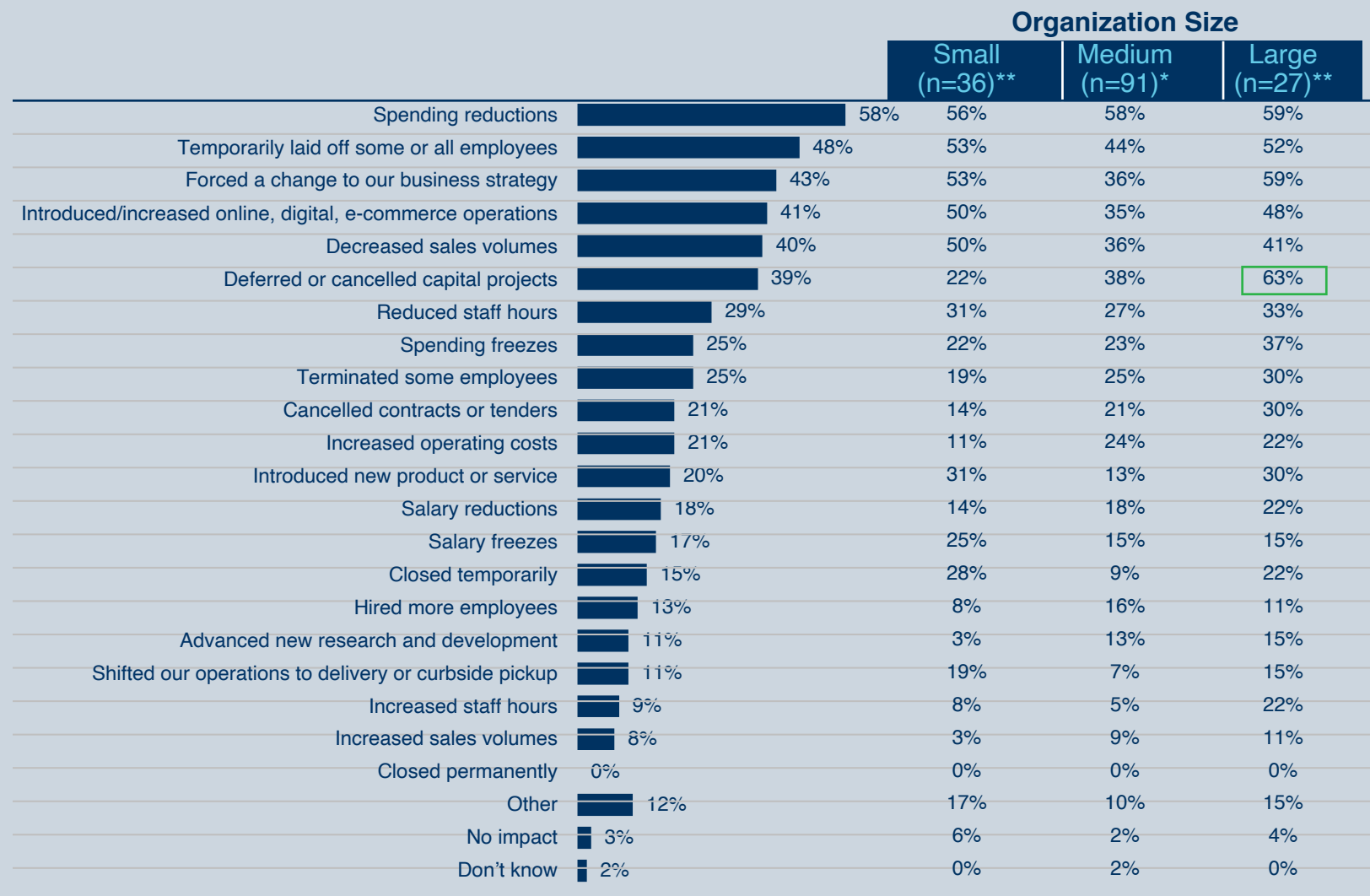
Base: Employed in HR, excluding consultants (n=155)

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

Change in Workforce Size

Half of Manitoba organizations have seen a change to the size of their workforce due to the pandemic: two-in-five have seen a decrease, while one-in-ten have seen an increase.

The net impact of the pandemic has been a decline in workforce size.



Pandemic Impact

Nearly all Manitoba organizations have been impacted by the COVID-19 pandemic, most commonly via overall *spending reductions*, followed by *temporary layoffs*.

Close to two-in-five have experienced *forced changes to business strategy*, *the introduction or increase of online operations*, *decreased sales volumes*, and *deferred or cancelled capital projects*.

Larger organizations are significantly more likely to have experienced *deferred or cancelled capital projects* as a result of the COVID-19 pandemic.

Base: Employed in HR, excluding consultants (n=157)

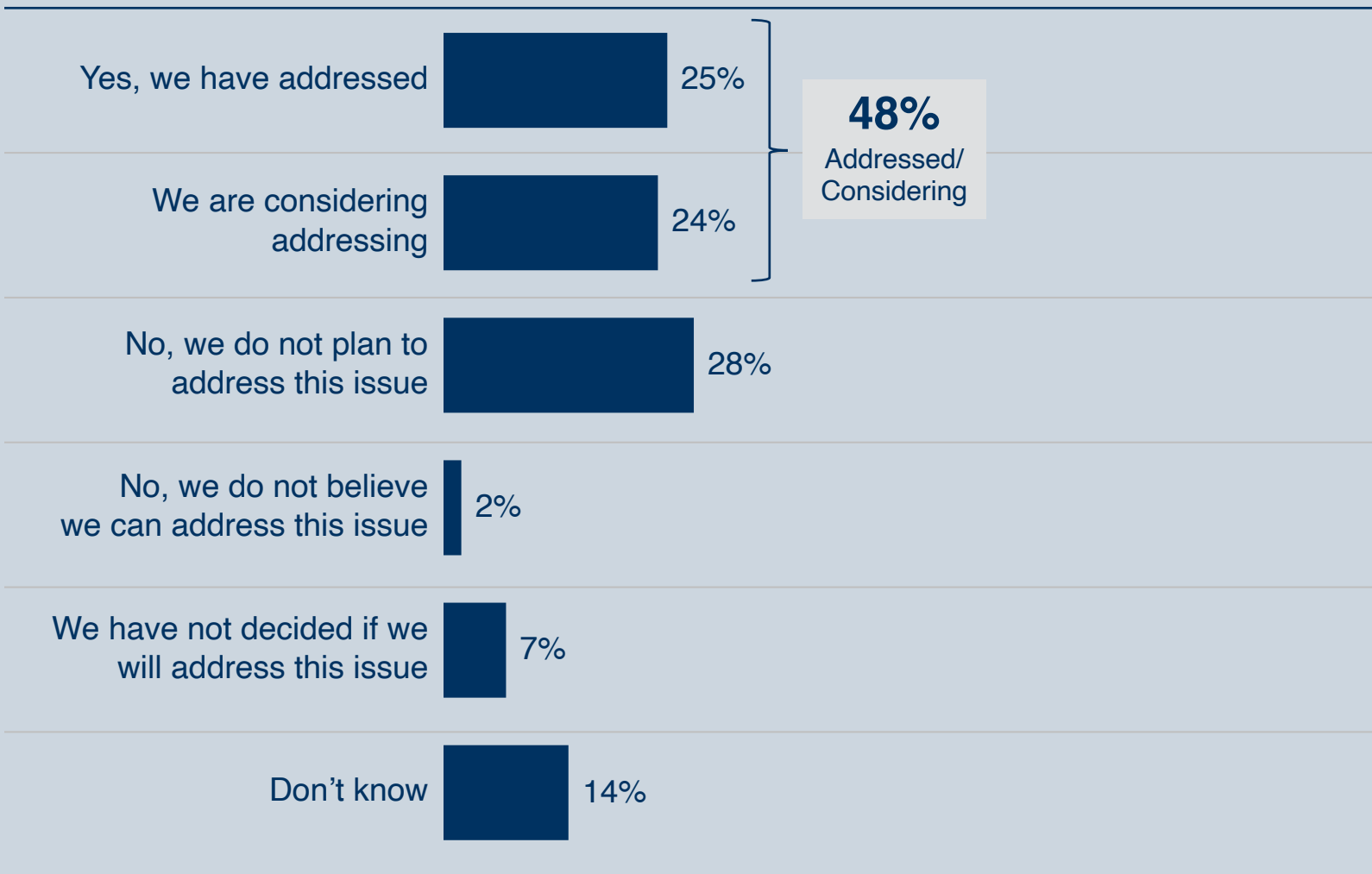
*Small base size, interpret with caution.

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

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

Statistically significantly higher than all other group(s).

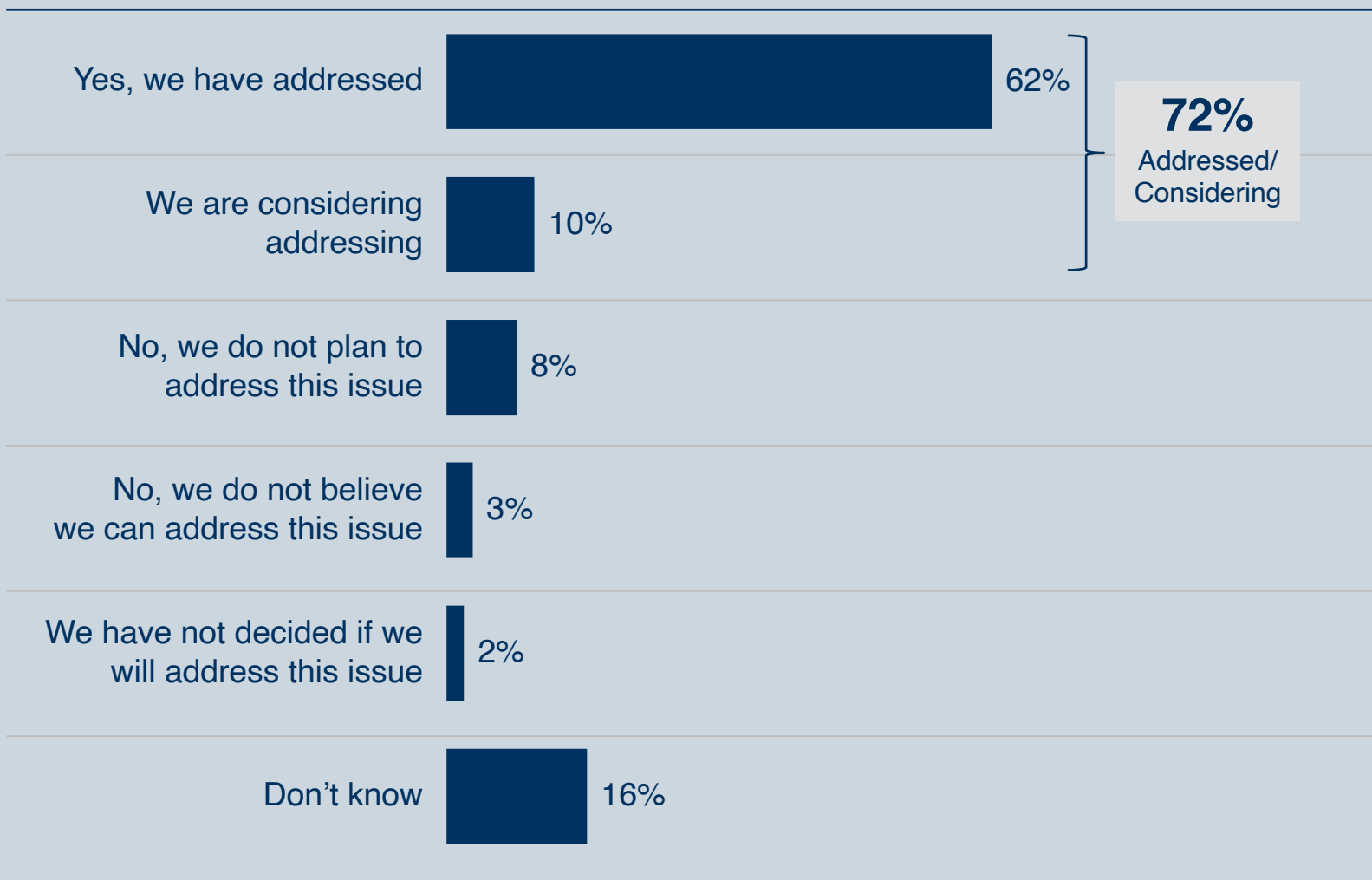
Statistically significantly lower than all other group(s).



Plans to Address Changes to the Performance Management Program

One-quarter of Manitoba organizations have addressed changes to their performance management program this year and a similar proportion are considering doing so.

Base: Employed in HR, excluding consultants (n=153)
P12. Is your organization addressing any of the following in response to the pandemic?

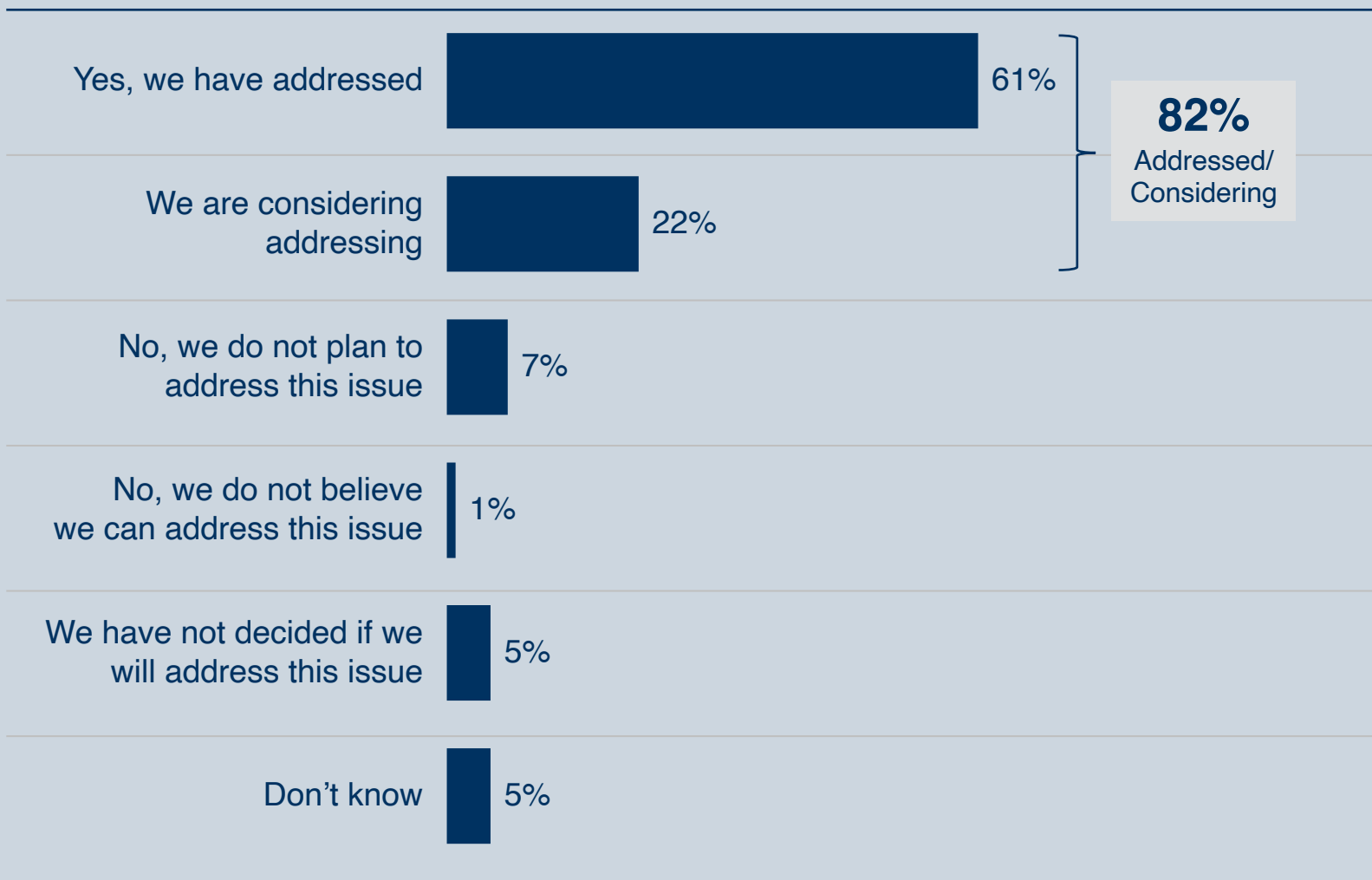


Plans to Address Employees' Personal Inter-Provincial/International Travel

The majority of Manitoba organizations have already addressed the issue of employees' personal inter-provincial or international travel.

One-in-ten are considering addressing this issue.

Base: Employed in HR, excluding consultants (n=153)
P12. Is your organization addressing any of the following in response to the pandemic?



Plans to Address Special Mental Health Supports

The majority of Manitoba organizations have already addressed the issue of special mental health supports available to employees as a result of the pandemic.

Just over one-in-five are considering addressing this issue.

Large organizations (1,000+ employees) are significantly **more likely** to have already addressed this issue: 85% vs. 64% medium sized and 36% small.

Base: Employed in HR, excluding consultants (n=153)
P12. Is your organization addressing any of the following in response to the pandemic?

Remote Work

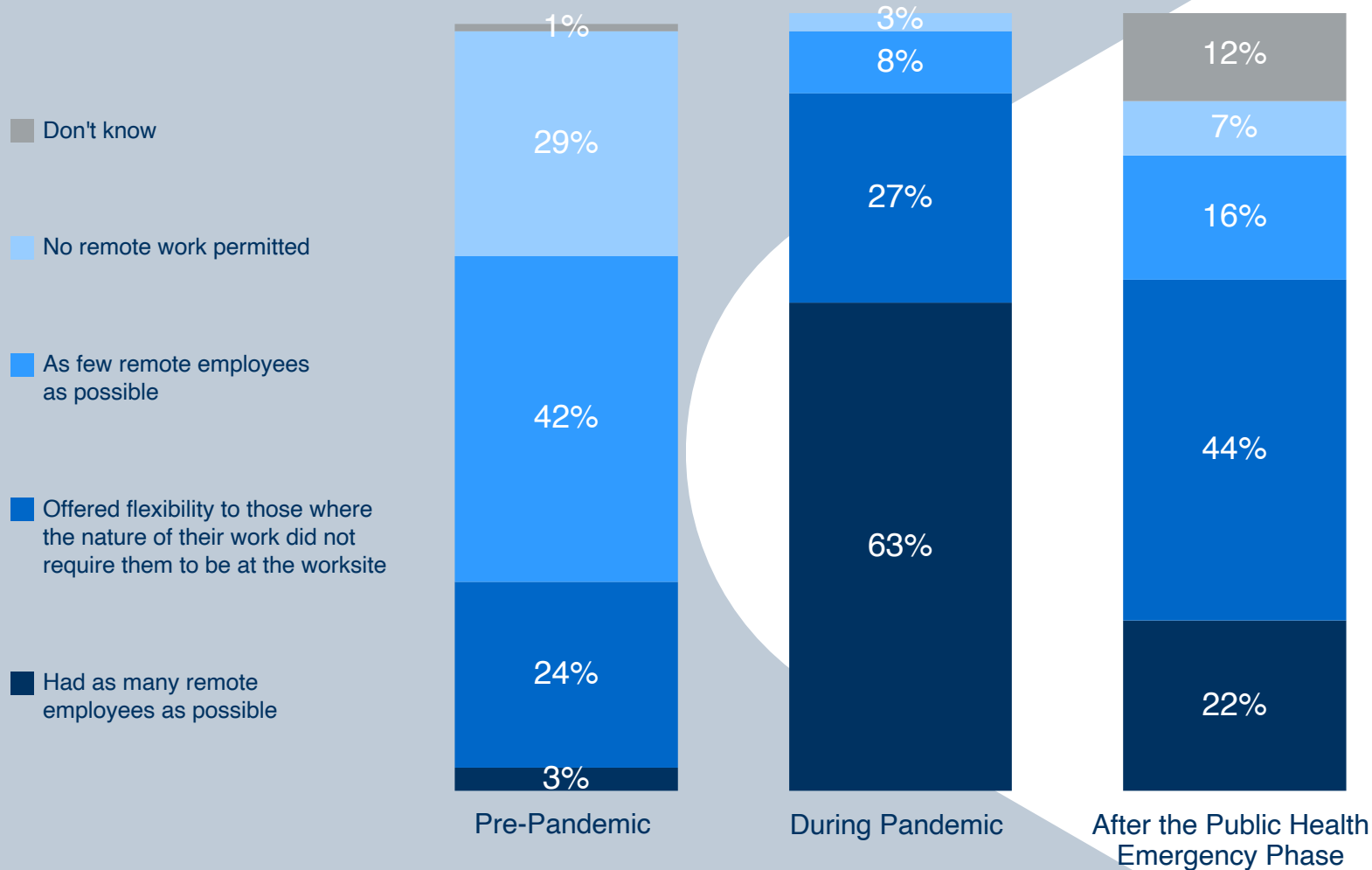
Workforce Able to Work Remotely

Among those Manitoba organizations able to continue their operations during the pandemic, half report that at least half of their organization is able to work from home, including one-in-seven whose entire organizations are able to do so.



Base: Able to Continue Operations During Pandemic (n=161)

R1. What proportion of your organization has been able to work remotely during the pandemic?



Approach to Remote Work

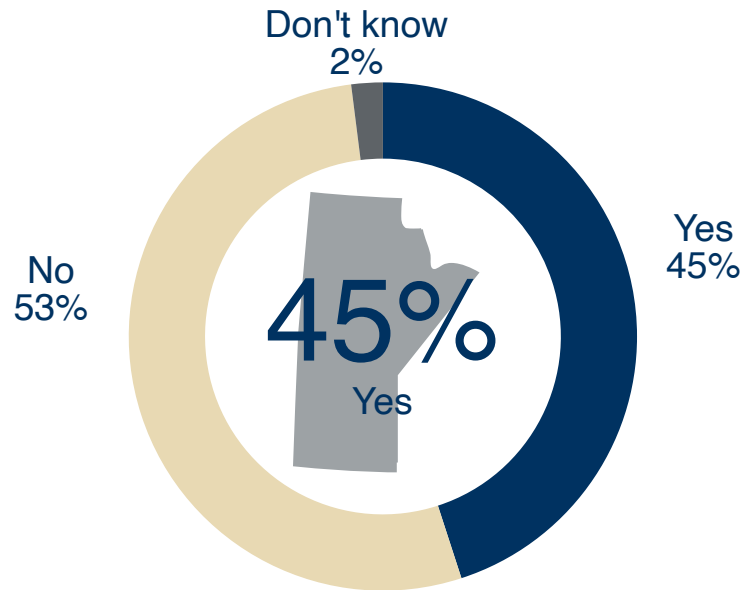
The pandemic has had a dramatic impact on Manitoba organizations' approach to remote work.

While fewer than three-in-ten organizations encouraged remote work or offered flexibility related to remote work pre-pandemic, nine-in-ten have done so during this period – including a majority who have had as many remote employees as possible.

After the public health emergency phase has ended, the proportion encouraging as many remote employees as possible to work from home is expected to significantly decline – although not to the same extent as before the pandemic. More than two-in-five expect to offer flexibility, a significant increase compared to pre-pandemic.

Base: Able to Continue Operations During Pandemic (n=153)

R4. How has/will your organization approach remote work?



Base: Able to Continue Operations During Pandemic (n=153)

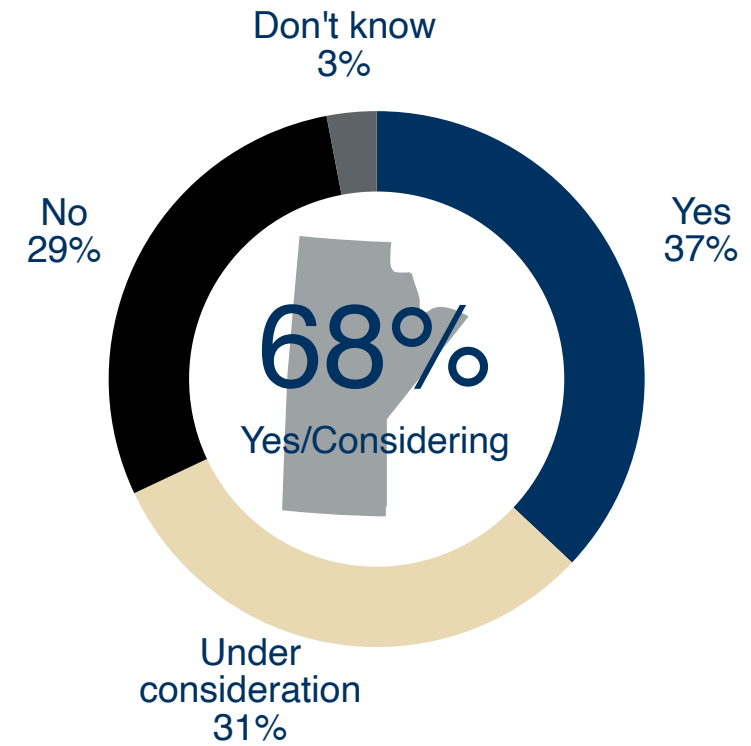
R5. Did your organization have remote work/flexible work policies prior to the pandemic?

Remote Work Policies

Out of the organizations in Manitoba that continued their operations throughout the pandemic, just under half had remote work/flexible work policies prior to the pandemic.

New Remote Work Policies

Two-thirds of Manitoba organizations have either introduced new remote or flexible work policies or are considering doing so.



Base: Able to Continue Operations During Pandemic (n=153)

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

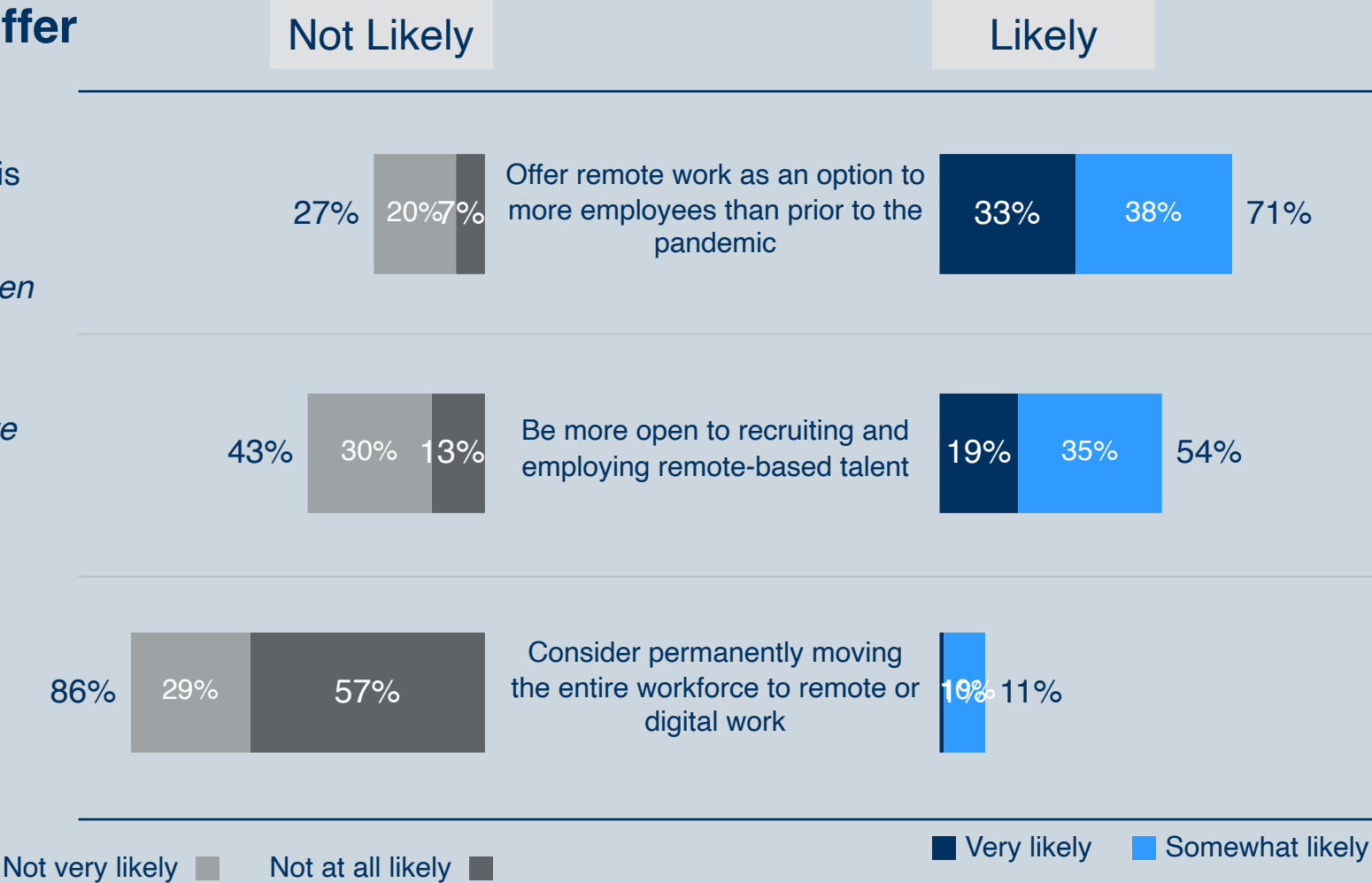
Likelihood of Organizations to Offer Remote Work after Next Year

Thinking past the next year, the majority 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 just over half believe they are likely to *be more open to recruiting and employing remote-based talent*.

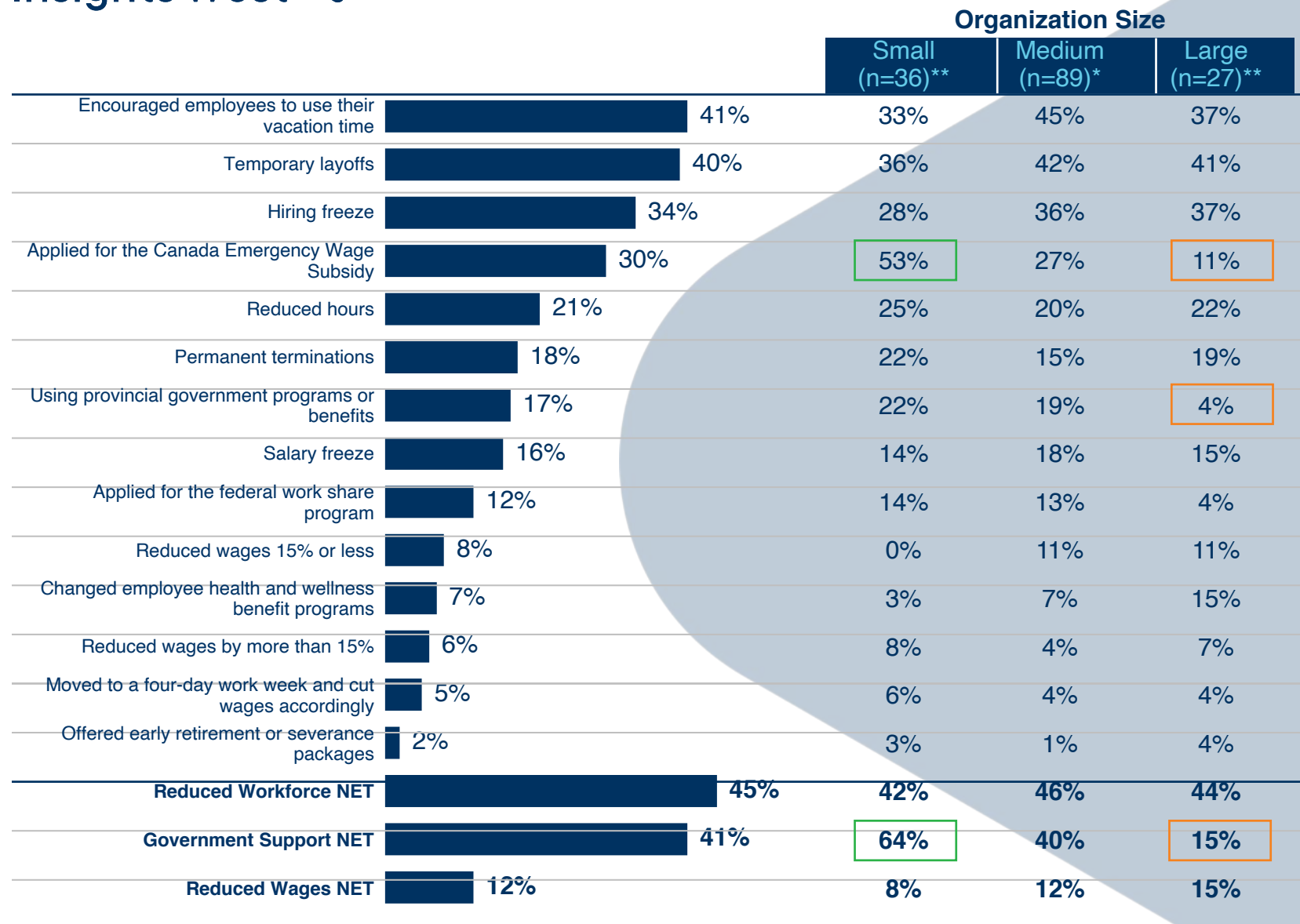
One-in-ten believe they are likely to *consider permanently moving the entire workforce to remote or digital work*.

Large organizations (1,000+ employees) are significantly **more likely** to have **offered remote work as an option before the pandemic**: 89%, vs. 72% medium sized and 51% small.

Base: Able to Continue Operations During Pandemic (n=153)
*Small base size, interpret with caution.
**Very small base size, interpret with extreme caution.
R7. Thinking past the next year, 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, two-in-five Manitoba organizations have controlled labour costs by *encouraging employees to use vacation time* and through *temporary layoffs*.

More than three-in-ten have enacted *hiring freezes* and *applied for the Canada Emergency Wage Subsidy* program.

Large organizations are significantly less likely to have *used provincial government programs or benefits* and *applied for the Canada Emergency Wage Subsidy*.

Small organizations are the most likely to have *applied for the Canada Emergency Wage Subsidy*.

Base: Employed in HR, excluding consultants (n=154)

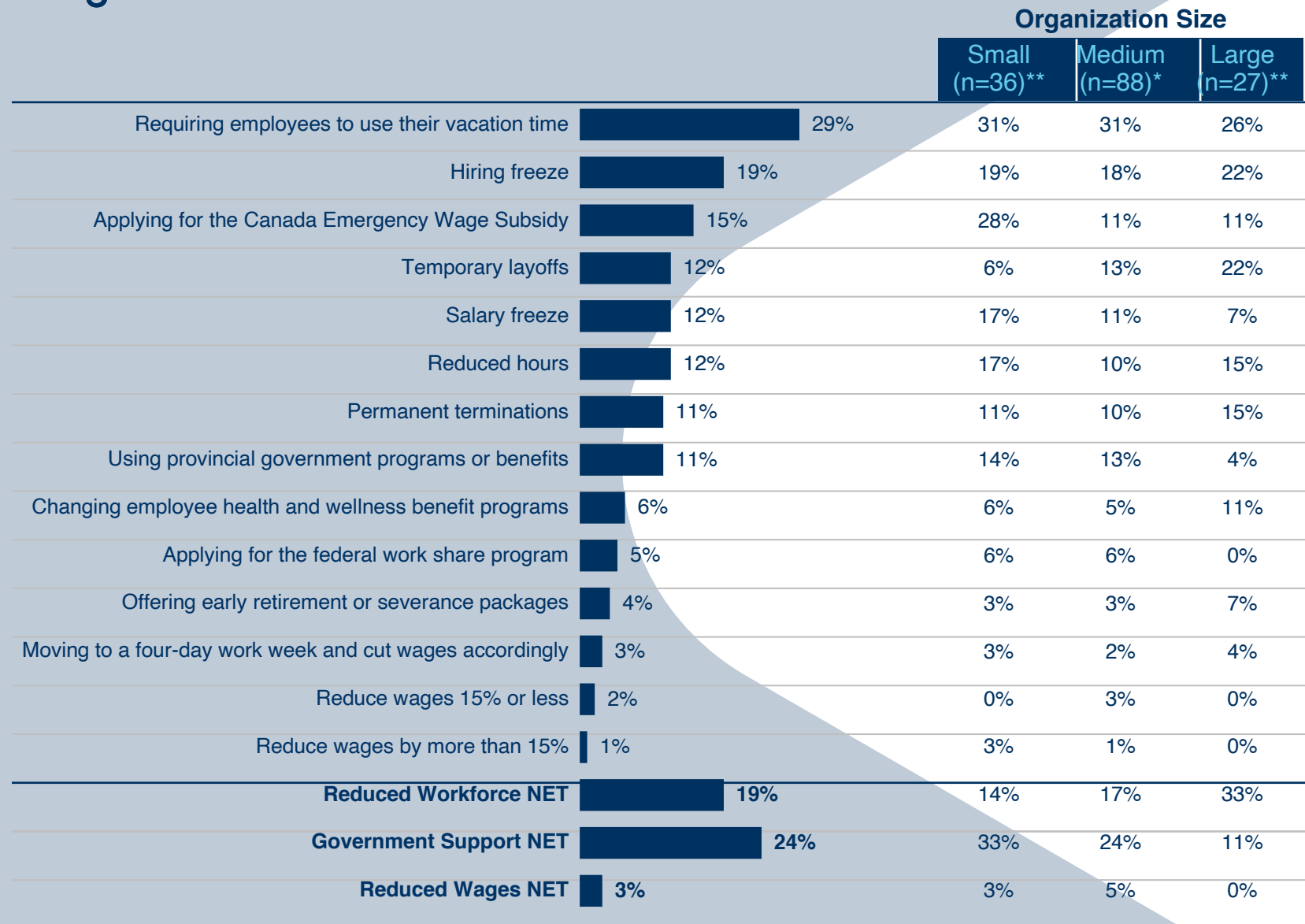
*Small base size, interpret with caution.

**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 all other group(s).

 Statistically significantly lower than all other group(s).



Planned Future Actions to Control Labour Costs

Looking towards the next three to six months, three-in-ten Manitoba organizations plan to *require their employees to use their vacation time* in order to control labour costs in response to the economic downturn from the pandemic.

One-in-five have plans for *hiring freezes*.

Base: Employed in HR, excluding consultants (n=153)

*Small base size, interpret with caution.

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

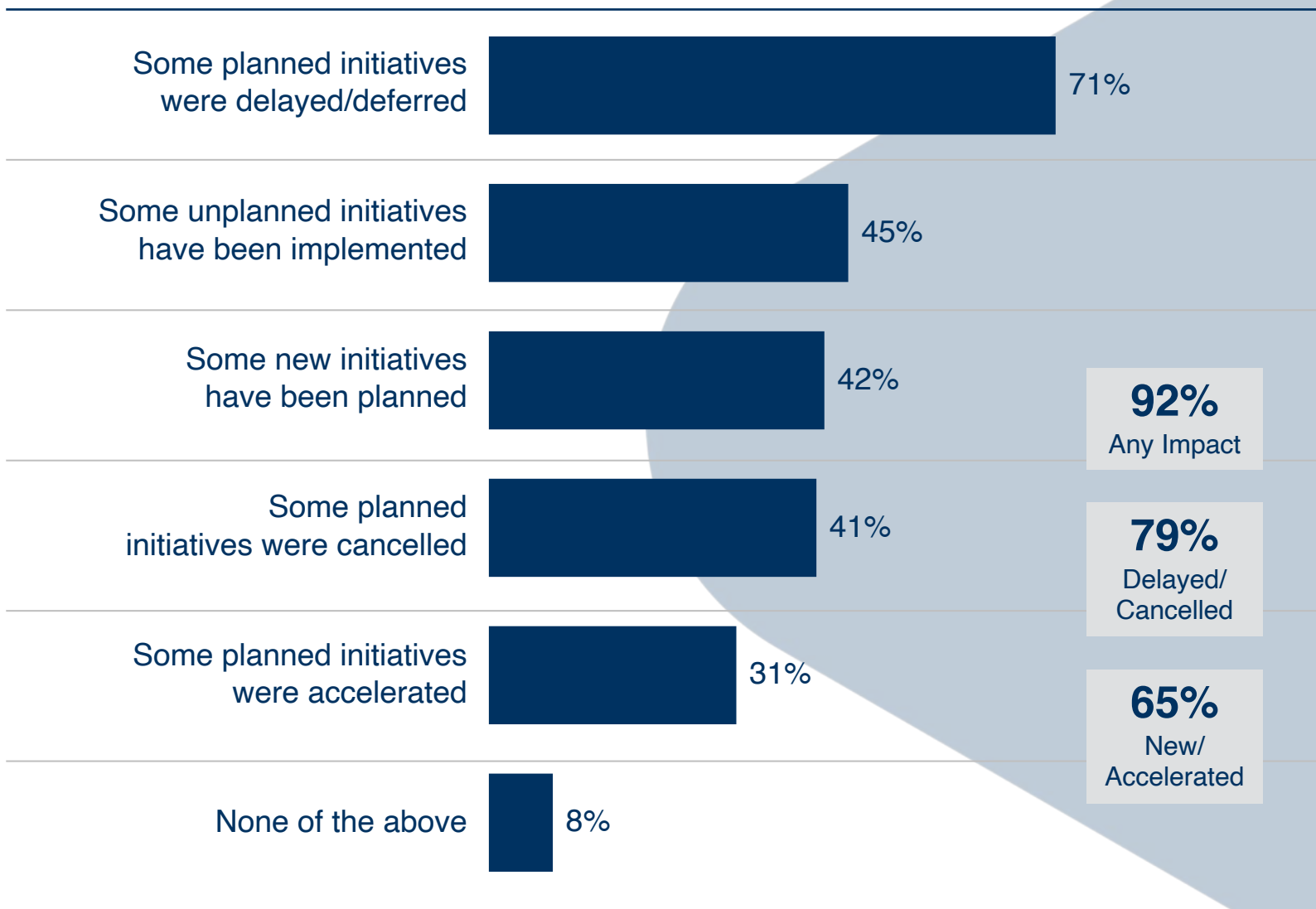
P8. Which of the following actions does your organization plan to take in the next three to six months to control labour costs in response to the economic downturn from the pandemic?

 Statistically significantly higher than all other group(s).

 Statistically significantly lower than all other group(s).



Impact on HR Initiatives, Policies, and Employee Learning



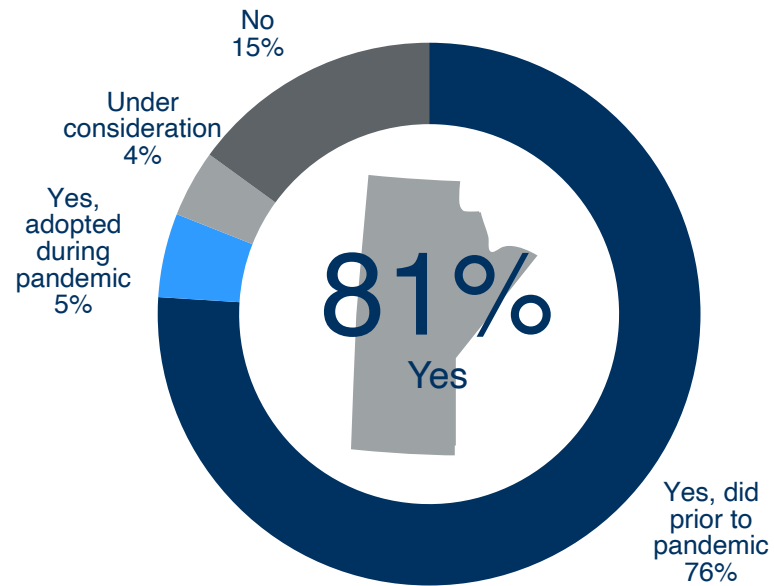
Pandemic Impact on HR, People, or Cultural Initiatives

Nine-in-ten Manitoba organizations have seen the human resources, people, or cultural initiatives at their organization be impacted by the pandemic.

While four-in-five have seen these initiatives be *delayed* or *cancelled*, a smaller majority have been *new* or *accelerated initiatives*.

Large organizations (1,000+ employees) are significantly **more likely** to have planned initiatives that have been delayed: 89%, vs. 70% medium and 58% small.

Base: Employed in HR, excluding consultants (n=153)
P14. How has the pandemic impacted HR, People or Cultural initiatives at your organization?



Base: Employed in HR, excluding consultants (n=153)

P9. Does your organization offer paid short-term sick leave?

Short-Term Paid Sick Leave

Three-quarters of Manitoba organizations offered paid short-term sick leave prior to the pandemic.

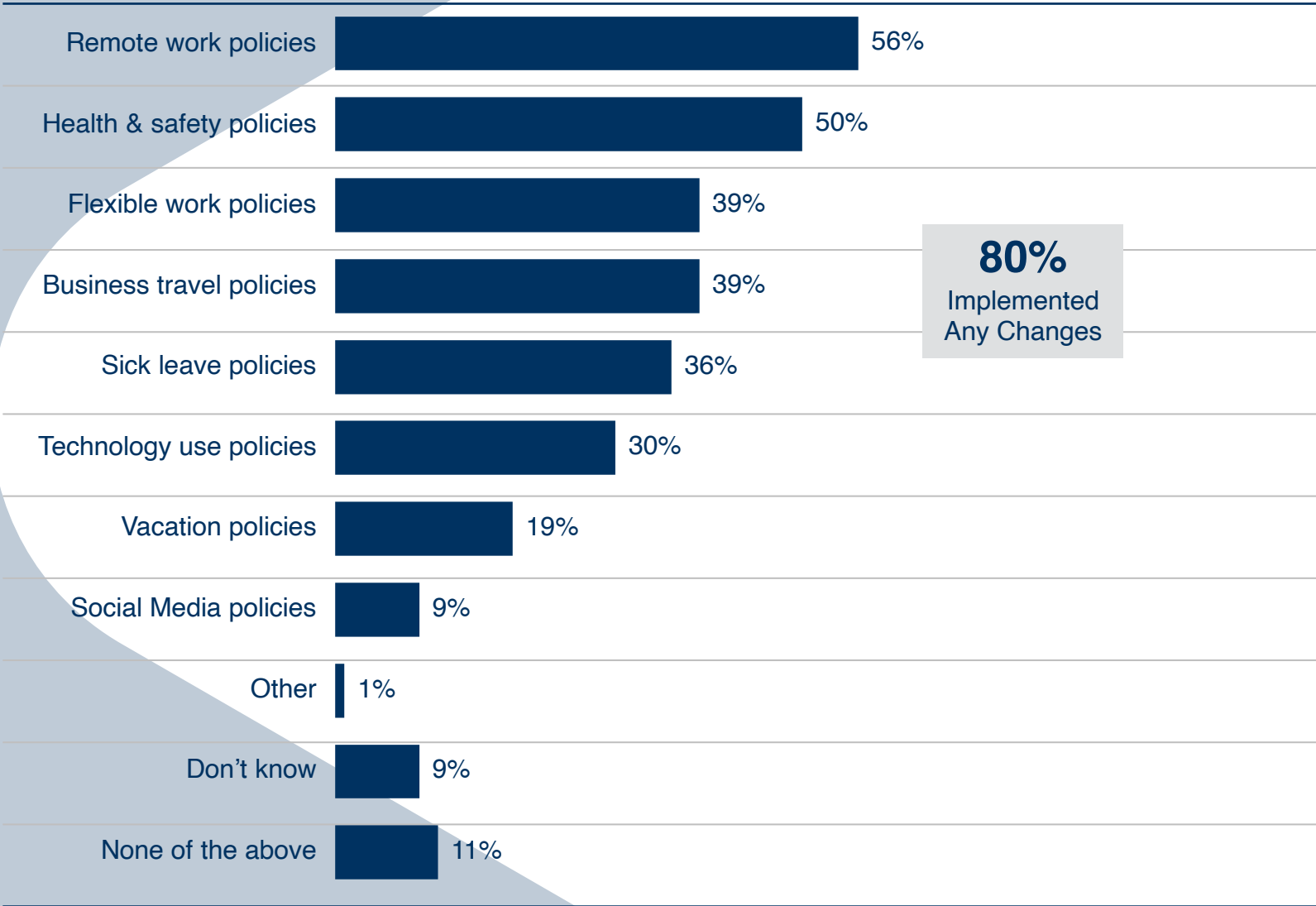
One-in-twenty have adopted this policy during the pandemic.

Small organizations (<100 employees) are significantly **less likely** to offer paid short-term sick leave: 61% vs. 86% medium sized and 93% large.

Implemented or Planned Changes to Policies in Response to the Pandemic

Four-in-five Manitoba organizations have implemented or plan to implement changes to one or more policies in response to the pandemic over the next three months – most commonly policies related to *remote work* and *health and safety*.

Small organizations (<100 employees) are significantly **less likely** to have implemented *remote work policies*: 36% vs. 63% medium and large.



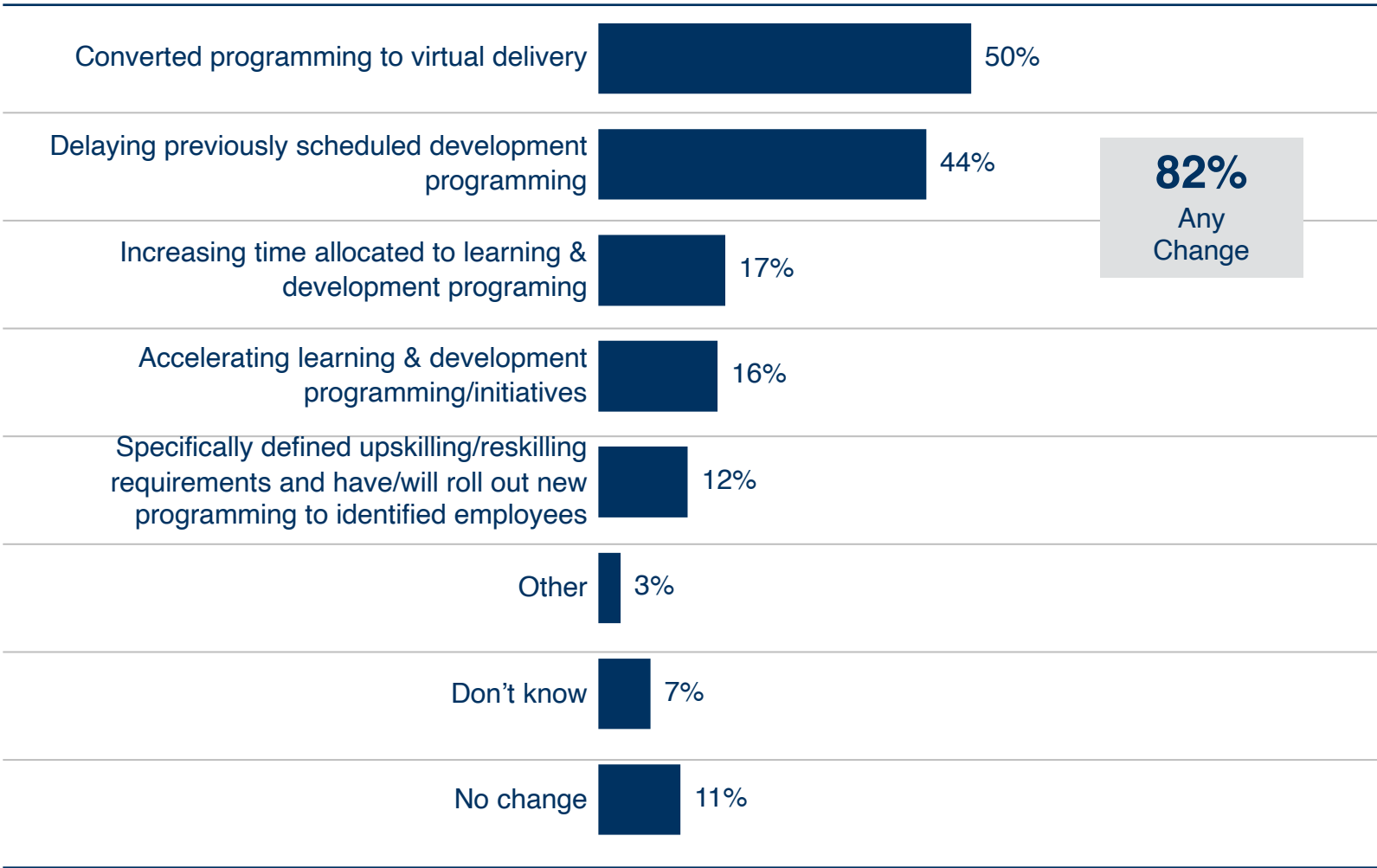
Base: Employed in HR, excluding consultants (n=153)
P10. Did your organization implement changes to the following policies, or does it plan to do so in the next three months in response to the pandemic?

Pandemic Approach to Learning and Development

Four-in-five of Manitoba organizations have seen a change in how they approach learning and development due to the pandemic: most commonly *moving to virtual delivery* or the *delay of previously scheduled development programming*.

Large organizations (1,000+ employees) are significantly **more likely** to have ***delayed*** previously scheduled development programming: 69%, vs. 40% medium and 33% small.

Small organizations (<100 employees) are significantly **less likely** to have ***converted to virtual*** delivery: 31%, vs. 51% medium and 69% small.

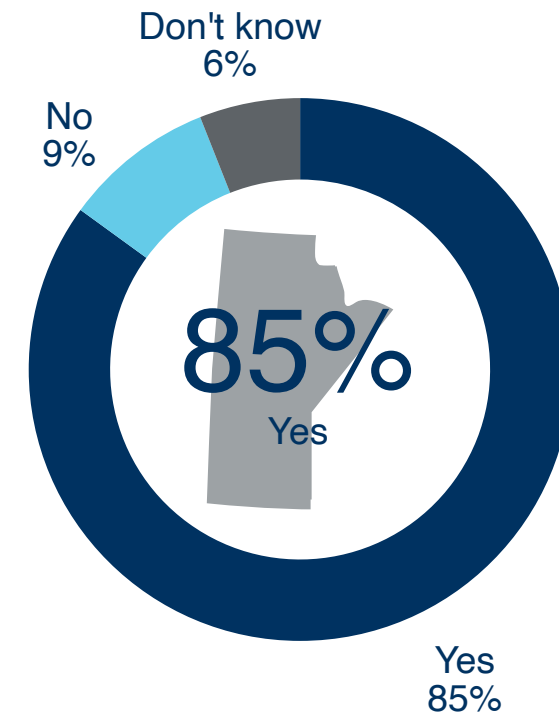


Base: Employed in HR, excluding consultants (n=153)
P16. How is your organization approaching learning and development due to the pandemic?

Returning to Normal Operations

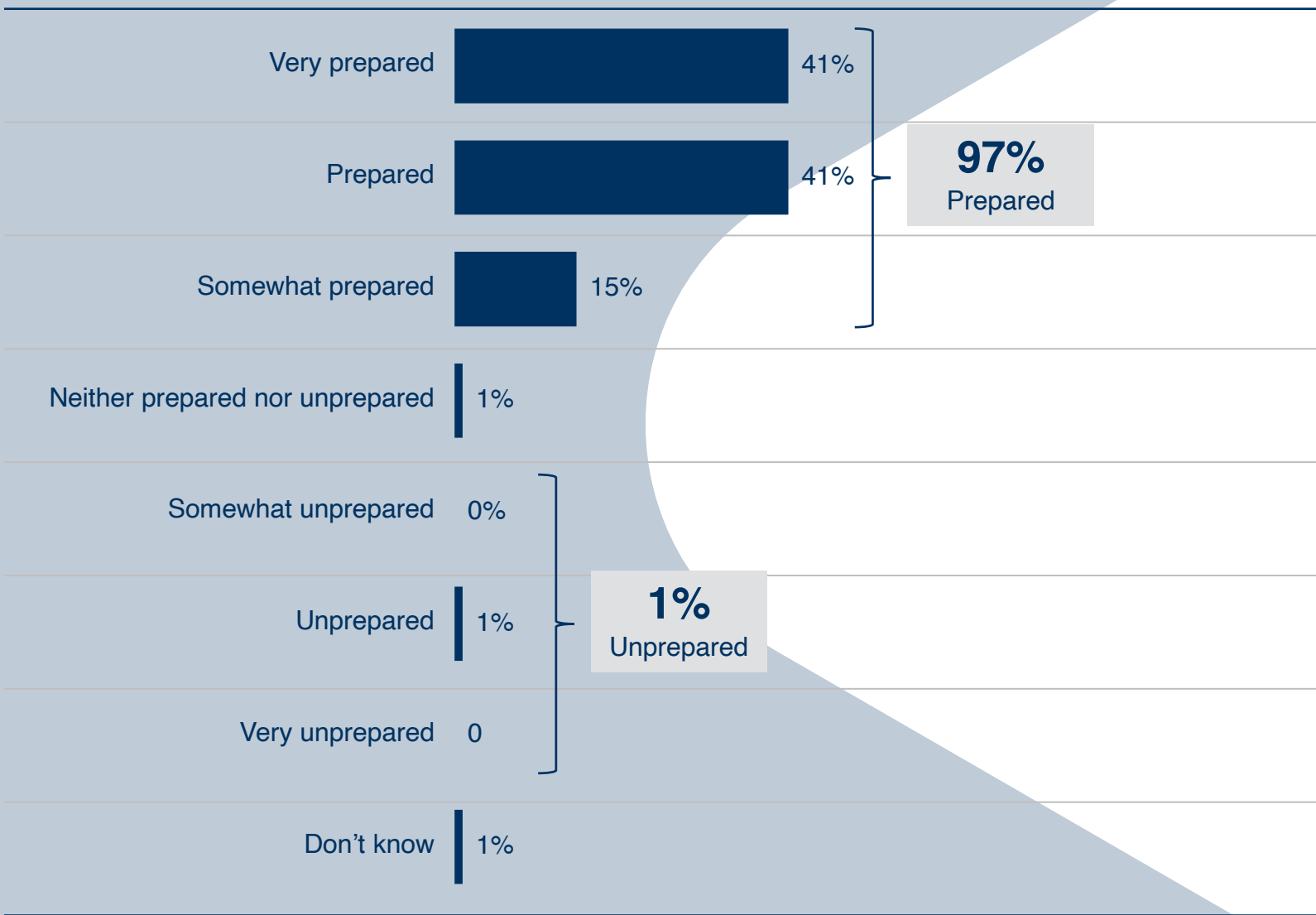
HR's Involvement in Business Continuity and Recovery Decision Making

A strong majority of Manitoba organizations are involving HR in their critical business continuity and recovery decision making.



Base: Employed in HR, excluding consultants (n=151)

P21. Given the pandemic, is HR involved in critical business continuity and recovery decision making?

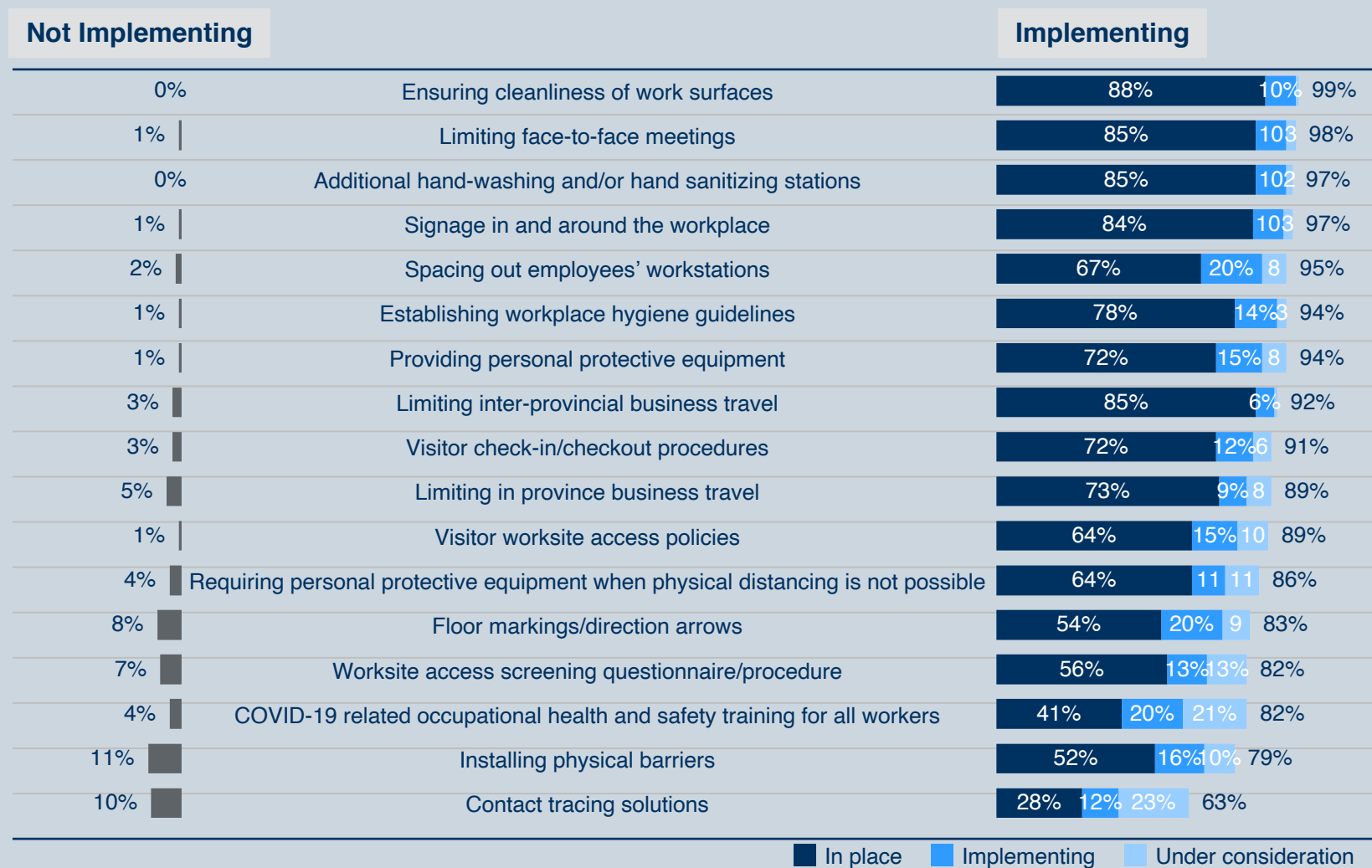


Prepared to Meet OH&S Guidelines

Nearly all Manitoba HR professionals believe their organizations are prepared to meet Occupational Health and Safety and public health guidelines for the return to the workplace

Two-in-five consider their organizations “*very prepared.*”

Base: Employed in HR, excluding consultants (n=157)
P3. To what extent do you believe your organization is prepared to meet Occupational Health and Safety (OH&S) and public health guidelines for the return to the workplace?



Status of Employee Workplace Safety Measures

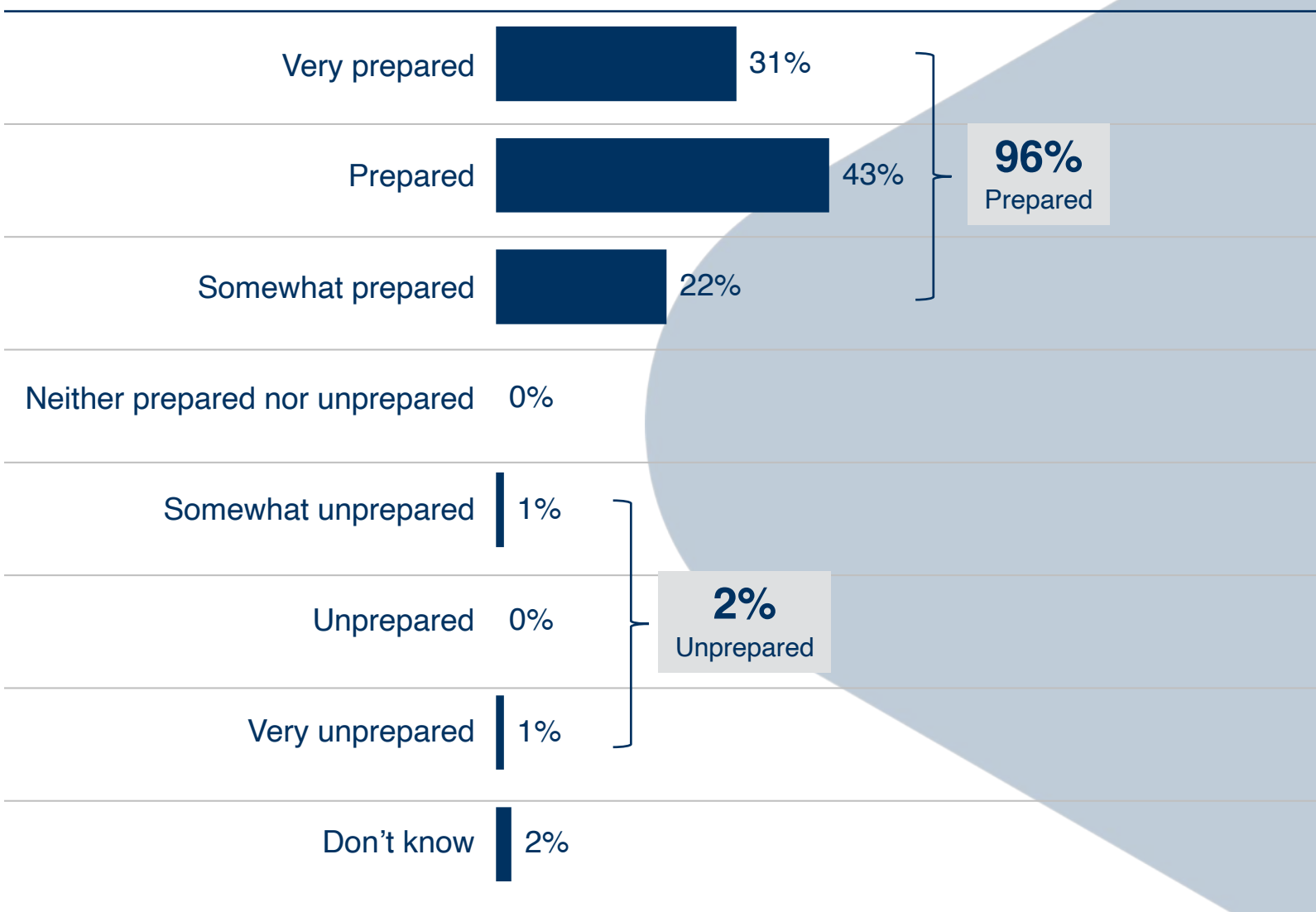
With the exception of contact tracing solutions, at least two-in-five Manitoba organizations either already have, or are in the process of getting, or are considering all of the workplace safety measures tested.

Safety measures already in place for more than four-in-five include:

- Ensuring work surface cleanliness;
- Limiting face-to-face meetings;
- Additional hand-washing and/or hand sanitizing stations;
- Limiting inter-provincial business travel; and
- Signage in and around the workplace.

Base: Employed in HR, excluding consultants & N/A (n varies)

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



Preparedness for Second Pandemic Wave

Nearly all HR professionals for Manitoba organizations believe their organization is at least somewhat prepared to respond to the possibility of a second wave of the pandemic.

Three-in-ten believe they are “very prepared.”

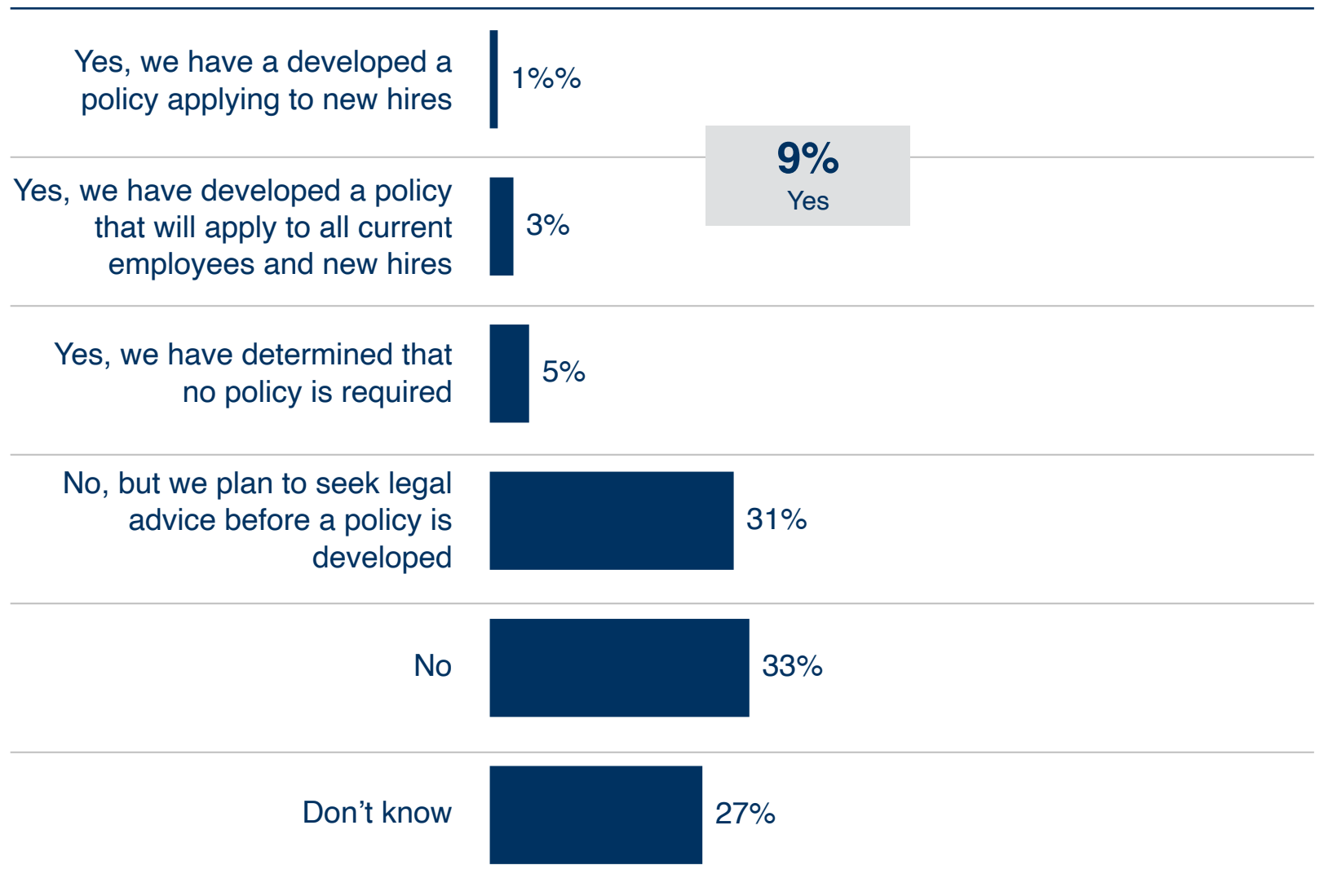
Base: Employed in HR, excluding consultants (n=151)
P22. To what extent is your organization prepared to respond to the possibility of a second wave of the pandemic?

Have Pre-Determined Response to Vaccine Development

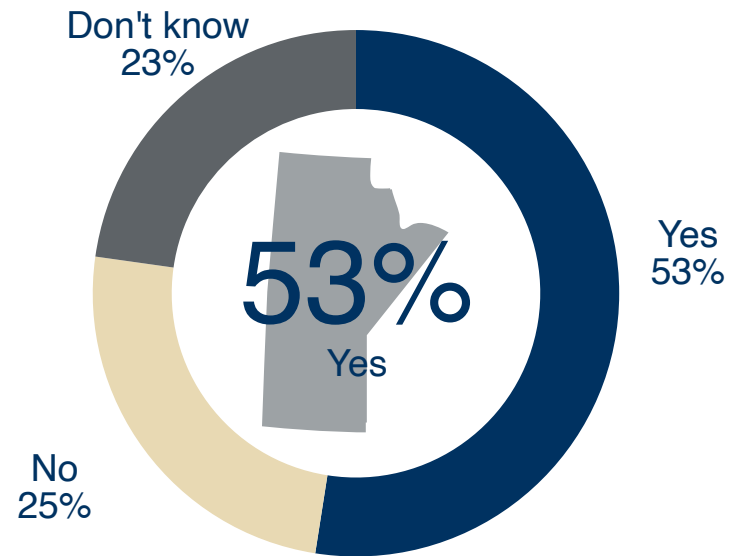
One-in-ten Manitoba organizations have determined how they will respond should an effective vaccine be developed for COVID-19.

Three-in-ten plan to seek legal advice in developing a policy for this situation.

Base: Employed in HR, excluding consultants (n=150)
P23. If an effective vaccine is developed for COVID-19, has your organization determined how it will respond?



Business Continuity Plan

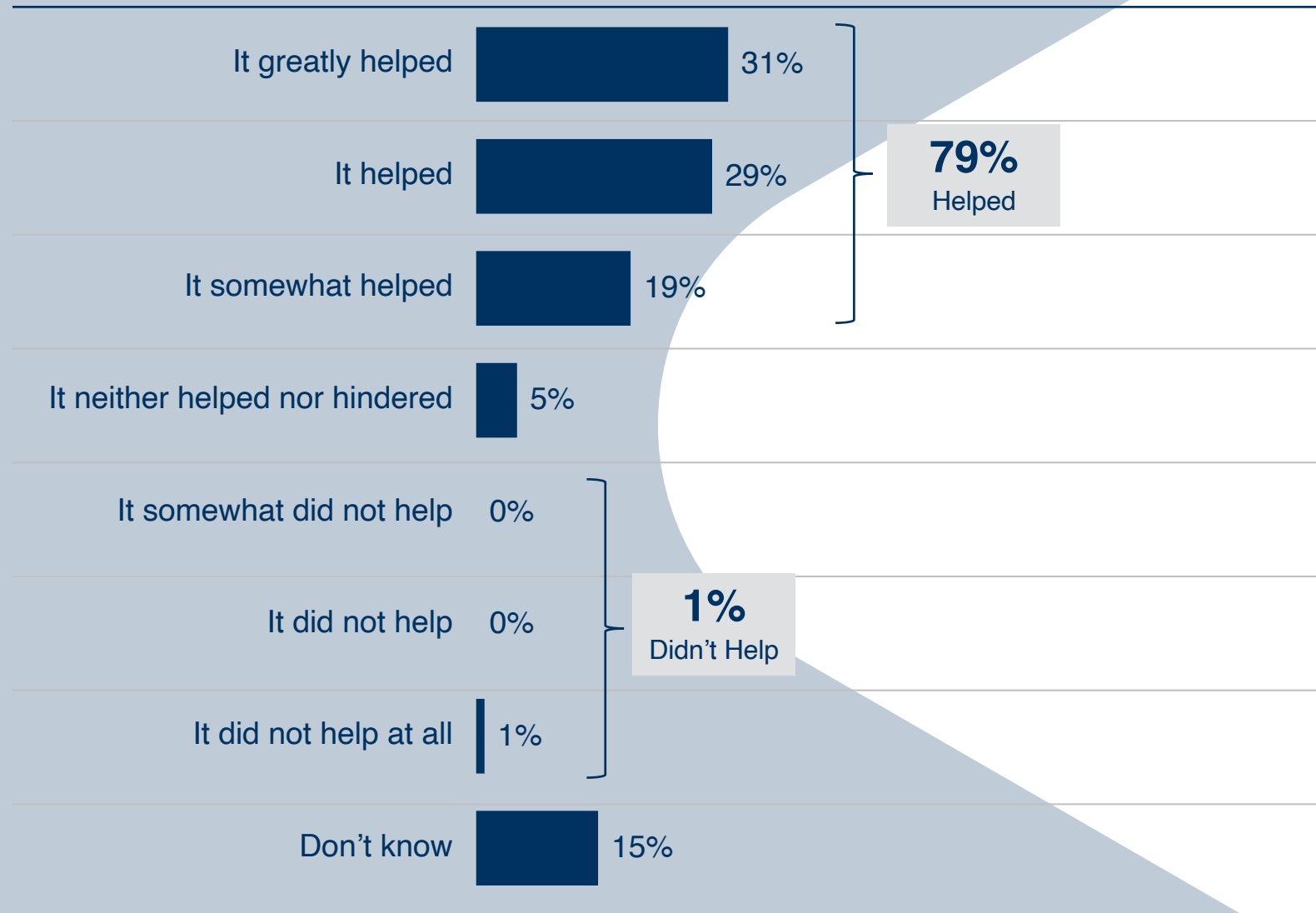


Had Business Continuity Plan prior to Pandemic

A small majority of Manitoba organizations had a business continuity plan prior to the pandemic.

Base: Employed in HR, excluding consultants (n=151)

P17. Did your organization have a business continuity plan prior to the pandemic?



Impact of Continuity Plan

Among those Manitoba organizations with a business continuity plan, four-in-five believe it helped their organization to guide decision making in reacting and responding to the public health emergency arising from the pandemic.

Three-in-ten believe *"it greatly helped."*

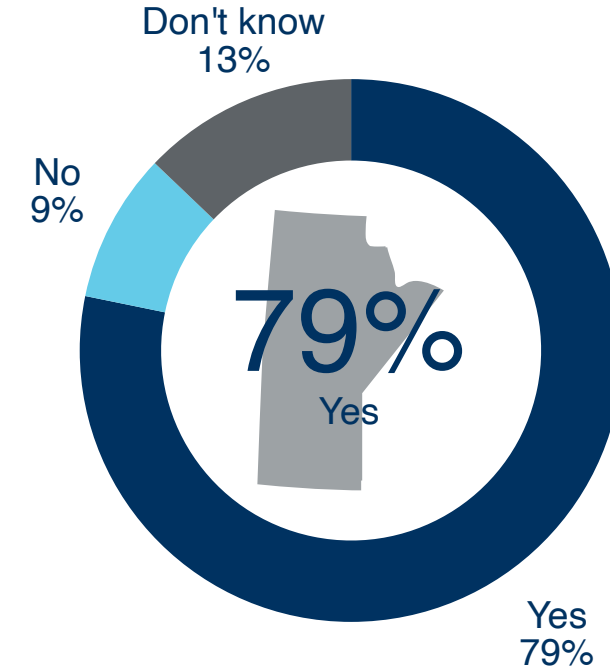
Base: Had a business continuity plan (n=80)*

***Small base size, interpret with caution.**

P20. In your view, to what extent did your organization's business continuity plan help guide decision making in reacting and responding to the public health emergency arising from the pandemic?

HR a Key Contributor in Developing Continuity Plan

HR was a key contributor in developing the business continuity plan for four-in-five Manitoba organizations (among those with business continuity plans).

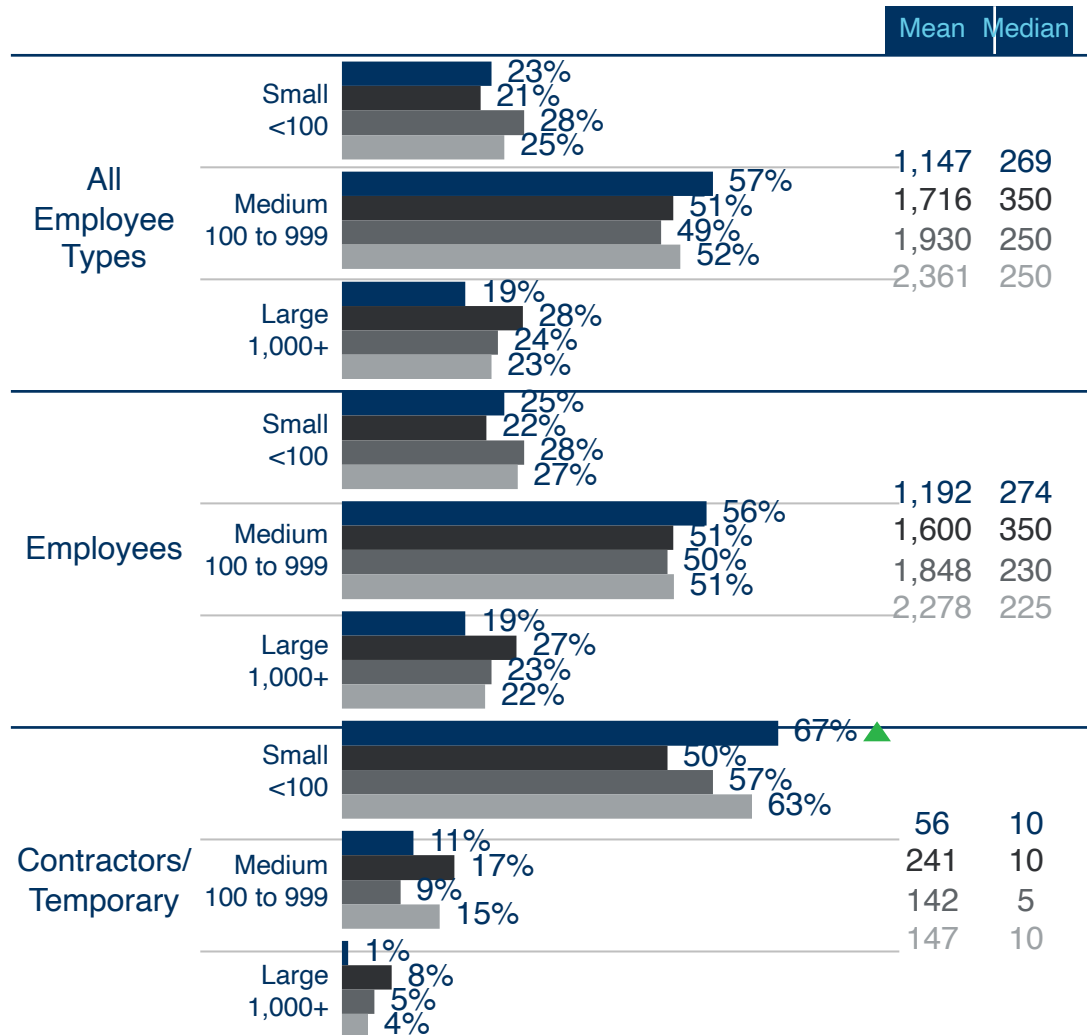


Base: Had a business continuity plan (n=80)*

***Small base size, interpret with caution.**

P18. Was HR a key contributor in developing your organization's business continuity plan?

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 1,147, while the median is 269.

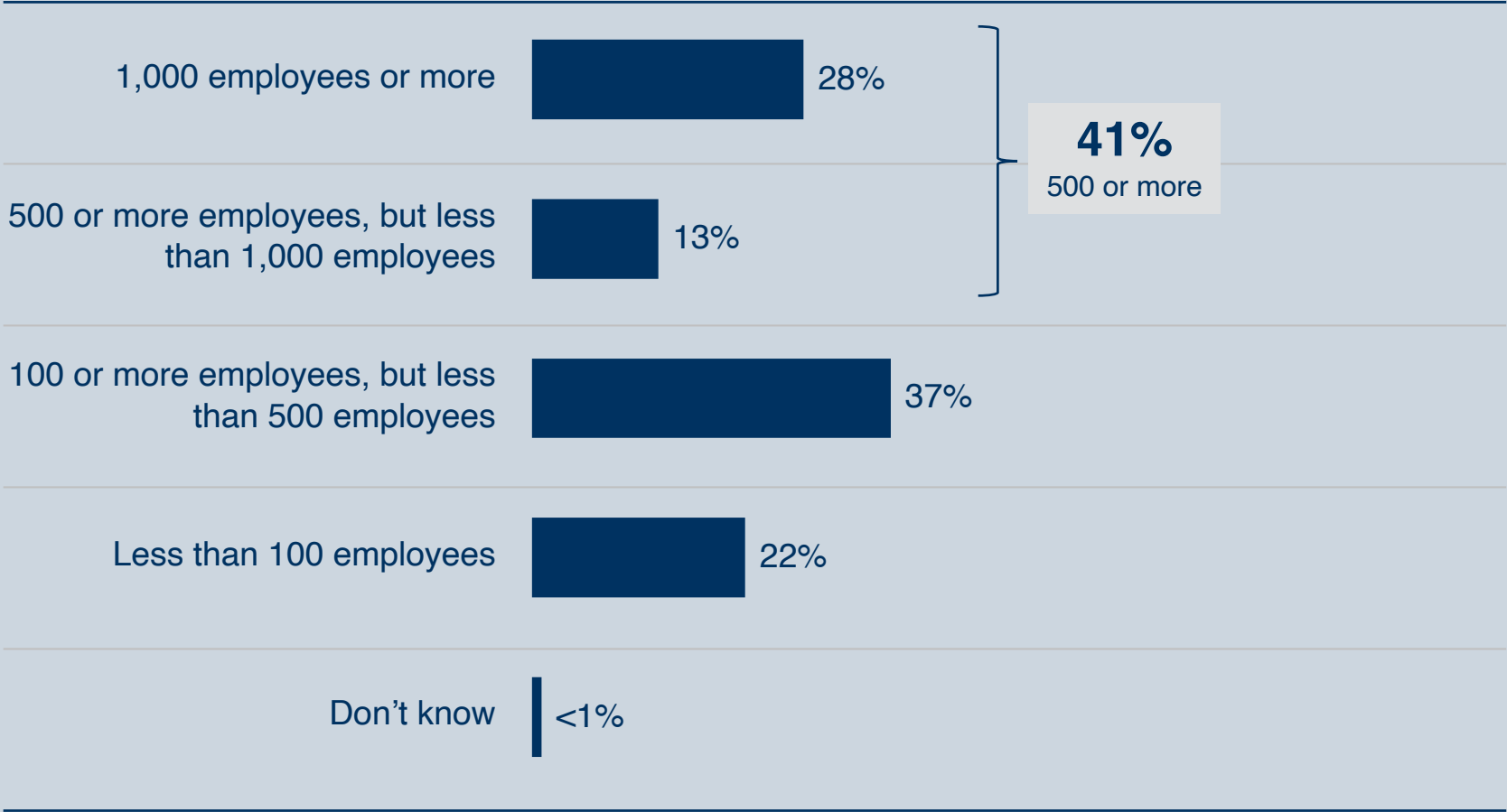
- June 2020 (n varies)
- December 2019 (n varies)
- June 2019 (n varies)
- December 2018 (n varies)

▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

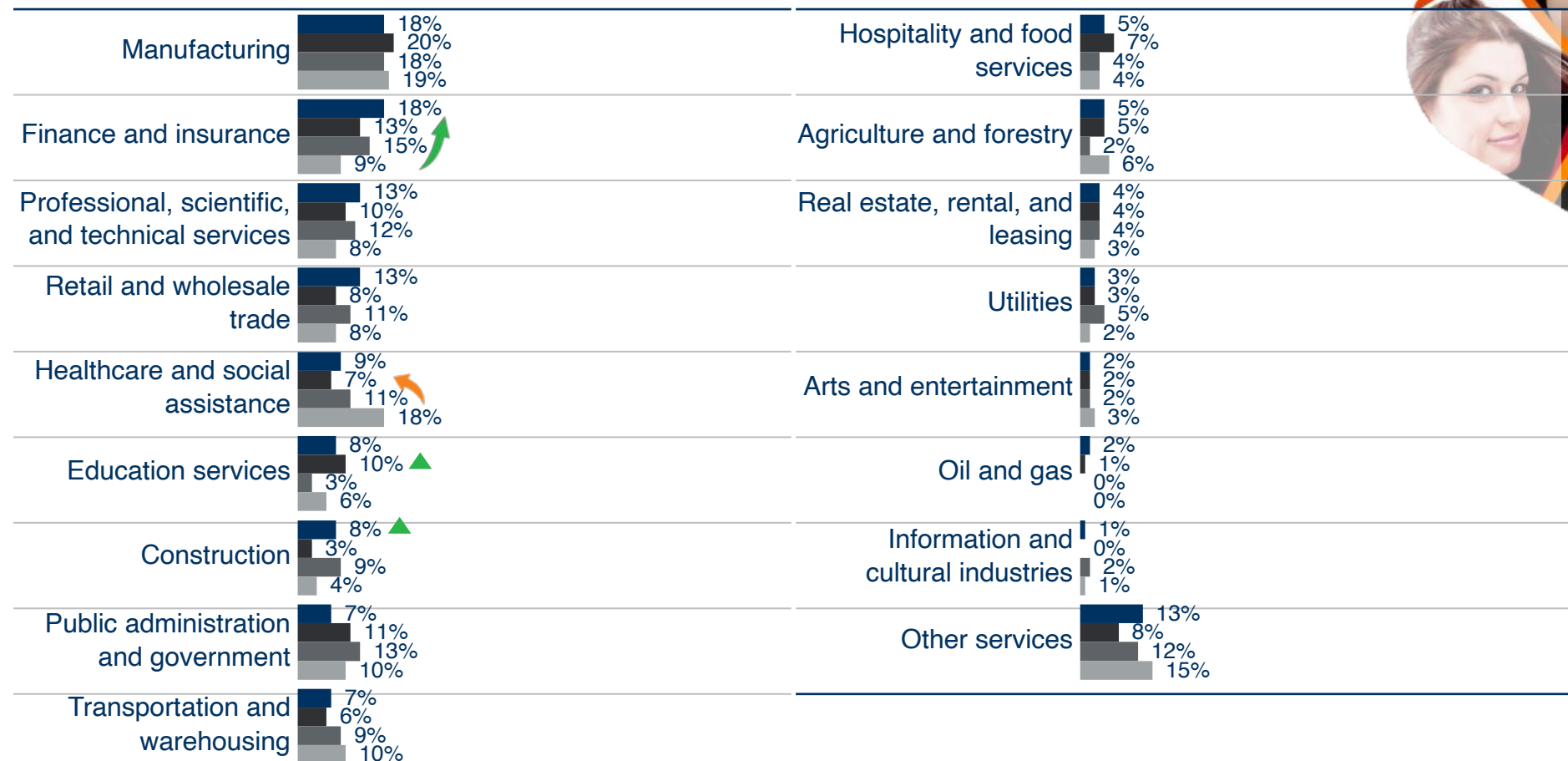
Entire Organization Size

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



Base: Employed in HR, excluding consultants (n=167)
PD1. What is the size of your entire organization?

Organization Sector

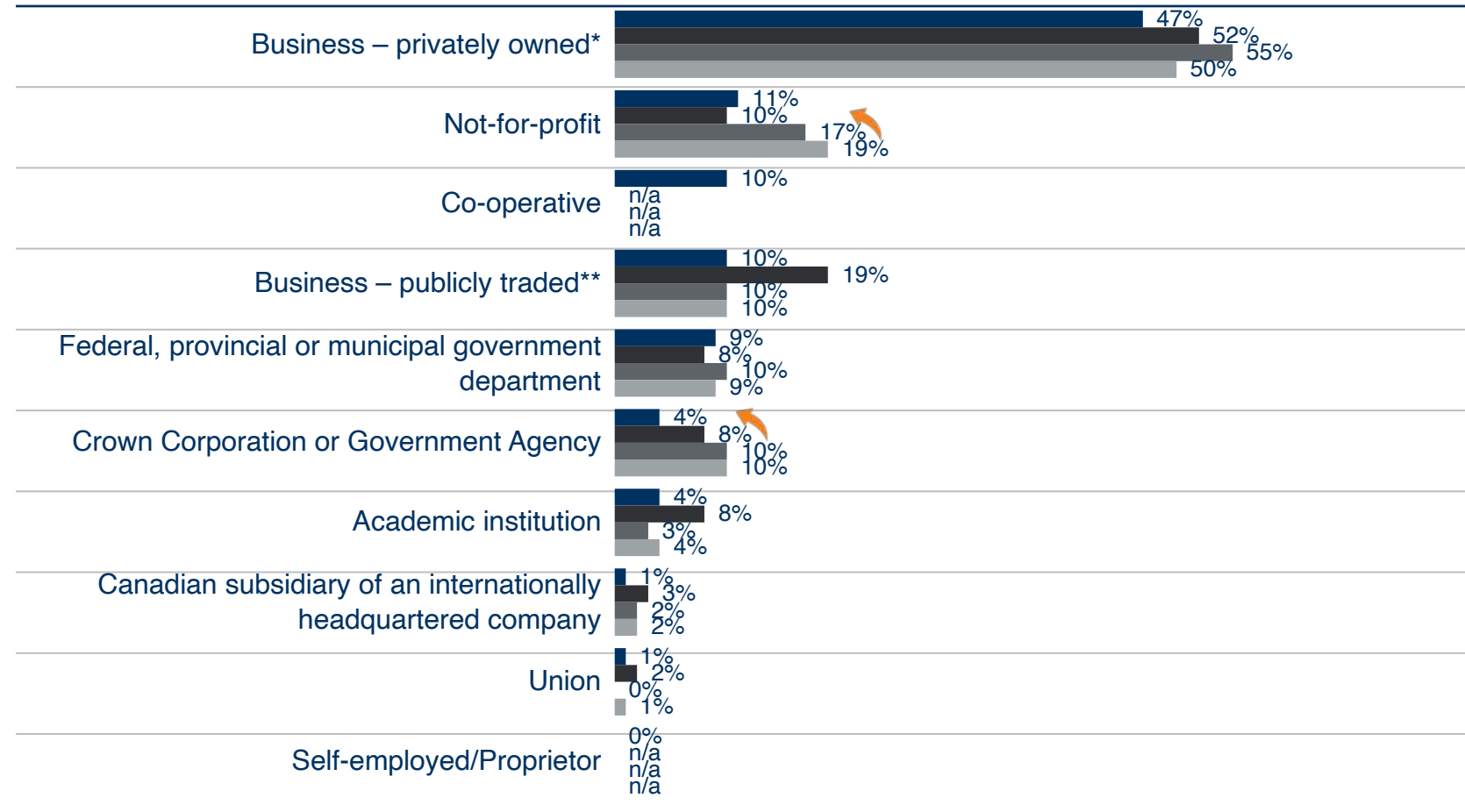


 June 2020 (n=169)
 December 2019 (n=106)
 June 2019 (n=102)
 December 2018 (n=143)

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

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

Type of Organization



Base: Employed in HR function
C3a. My organization is a...

* Question text changed from “private firm” in Summer 2020

** Question text changed from “publicly traded firm” in Summer 2020



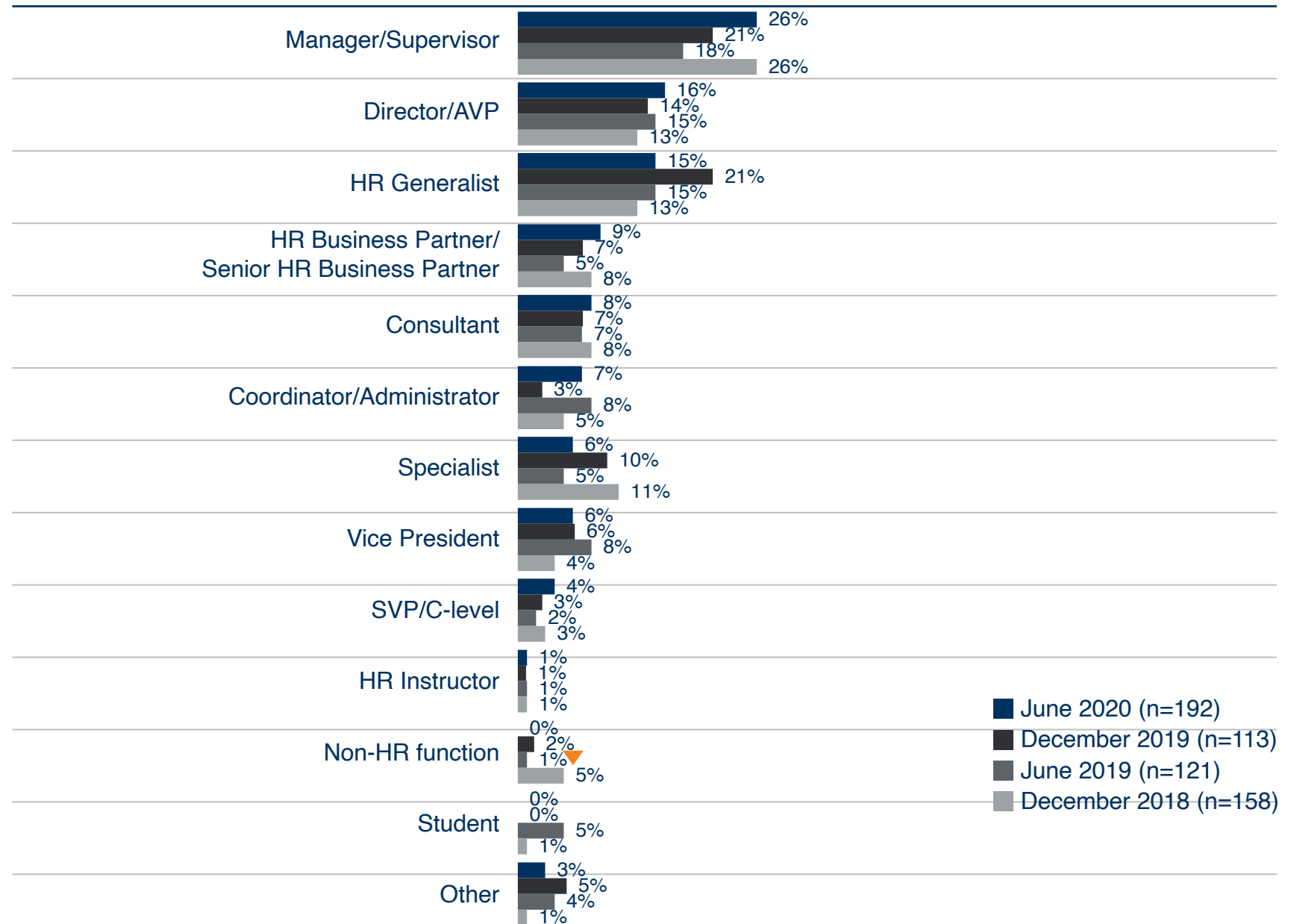
 June 2020 (n=168)
 December 2019 (n=106)
 June 2019 (n=102)
 December 2018 (n=143)

Organization Role

Base: All respondents

***Small base size, interpret with caution.**

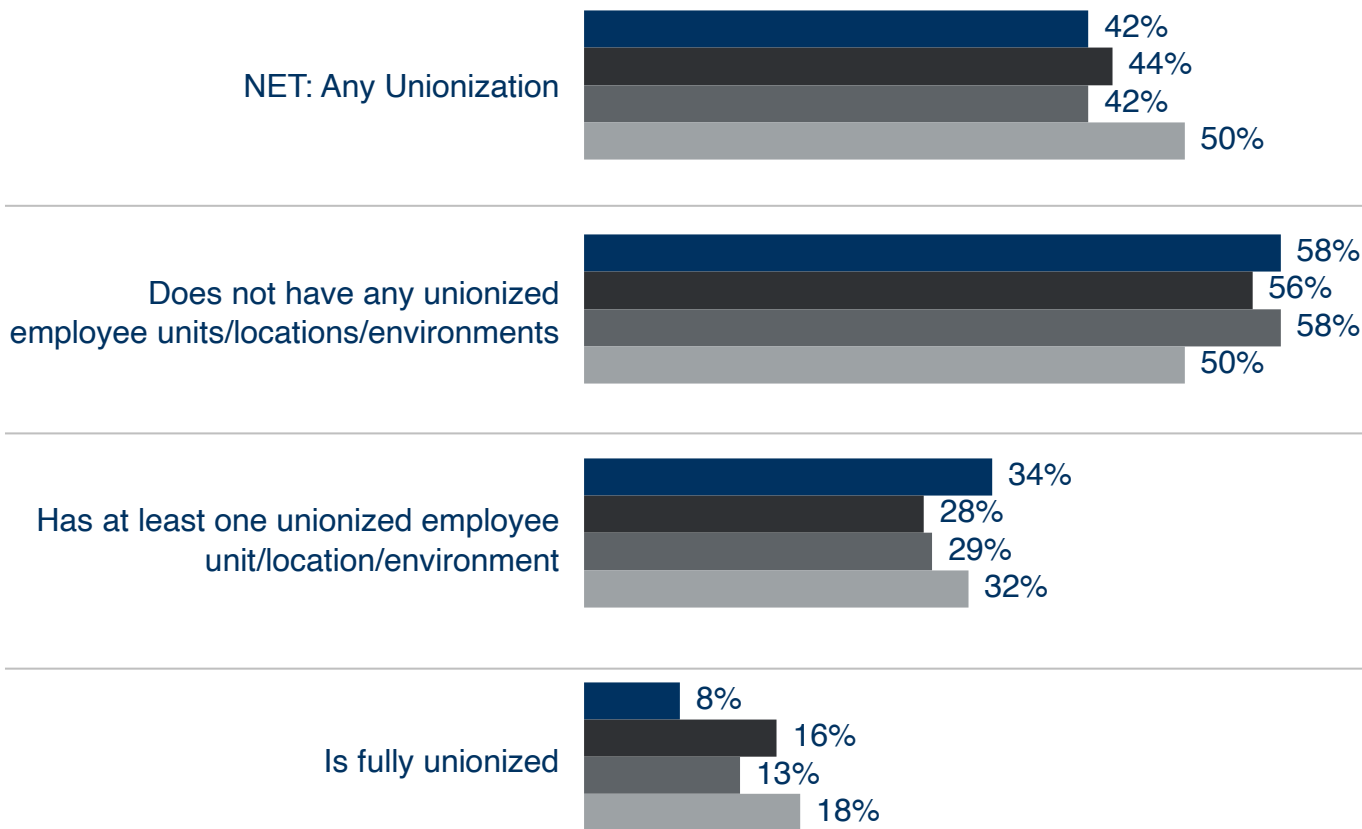
C1. Which option best describes your role in your organization?



▲ Statistically significantly higher than previous year.

▼ Statistically significantly lower than previous year.

Union Status



■ June 2020 (n=167)
■ December 2019 (n=106)
■ June 2019 (n=99)*
■ December 2018 (n=143)

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

Contact Information

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About the Organization

Chartered Professionals in Human Resources of Manitoba

CPHR Manitoba is the professional association dedicated to strengthening the human resources profession and upholding the highest standards of practice. We link members, businesses, and the general public to important HR issues and trends that are occurring provincially, nationally, and globally.