

Workforce Change - Fact Sheet

What is a workforce change?

Departments are implementing a vision of the future for the Manitoba public service where public servants place innovation at the centre of their work to deliver outcomes for Manitobans. This impacts the traditional way of organizing work and managing staff.

Workforce change can mean many things as there are different types of workforce changes, some examples include: reorganizing departments and/or divisions, work teams and reporting relationships, changing work headquarters, devolution of a service to broader public sector entity, contracting out work or even laying off staff.

What support can the Public Service Commission (PSC) provide the Department undergoing a workforce change?

Departments may present workforce change initiatives and ask for the advice of human resource professionals. The support provided will vary depending on the complexities of the project, but it should ensure the change is done as smooth as possible and in accordance with the collective agreements, The Public Service Act, the Public Service Conditions of Employment Regulation, The Employment Standards Code, and other applicable legislation and government policies.

The PSC also has a team of Labour Relations Advisors located within the Workforce Relations Division to help human resource staff and department leaders plan their workforce changes.

Why would Labour Relations Advisors be involved?

Human resources professionals currently provide many types of support to department leaders that help with workforce changes; however, the increase in the volume and complexity of workforce changes means it is not business as usual. Unions often look to participate in the process to make sure the collective agreements are followed. Adherence to the collective agreements will also help ensure the workforce change initiative remains on track, morale is positively impacted and government saves resources that might otherwise be directed towards grievances, damages or reversing changes.

What will support from the Labour Relations Advisors look like?

It depends on the specific workforce change that is occurring. In straightforward cases, human resources and/or the department may simply discuss the change with the Labour Relations Advisor.

In other more complex workforce changes the Labour Relations Advisor may utilize an Employee Impact Assessment (EIA) tool to help communicate options, rules and other important considerations. This ensures the department provides consistently accurate information to decision makers such as Transformation Boards or Treasury Board.

The Labour Relations Advisor may recommend that a working group be established with regular meetings involving department leaders, human resources, and employees in the Workforce Relations Division. This assists with planning and ensures milestones in the transformation project and workforce changes are achieved.

Why does the Labour Relations Advisor ask for employee data early in the process?

Employee information is integral to the EIA as well as for effective assessment and efficient planning of the workforce change. It provides decision makers with a full picture of those impacted by the change and it helps define the rights and responsibilities for the parties. The chart at the end of the fact sheet captures some of the information frequently requested and the common uses of that information.

What are the next steps if my department is undergoing workforce changes?

Departments will want to contact the PSC as soon as possible in the planning process of their workforce change to ensure applicable collective agreements and legislation are adhered to, rather than wait until the time of implementation. Departments may contact their human resource leadership (ex. HR Director or Manager) or they may contact a Labour Relations Advisor directly as the advisors work closely with and collaborate with human resources throughout the duration of the workforce change. The Labour Relations Advisors are:

- Lisa Eldridge – 204-805-3498 – Lisa.Eldridge@gov.mb.ca
- Regiana Jequinto – 204-945-4718 – Regiana.Jequinto@gov.mb.ca
- Sean McKie – 204-794-2365 – Sean.McKie@gov.mb.ca

Frequently Requested Employee Data

Info Requested	Purpose
Department / Division / Cost Centre Number / Cost Centre Description	Defines the department and division of the organizational change
Position Number (500) / Position Legacy Number (FTE) / Position Title / Classification of Position	Defines the specific positions that are included in the organizational change
Employee Type (e.g. Part-time or fulltime), Total Biweekly pay, hours (ex. 80, 72.5, etc.)	Defines the work hours, pay rules, benefits rules and entitlement rules
Classification of the employee	Describes general skill set used for displacement rights and other opportunities.
Bargaining Unit	Specific union and collective agreement is required to determine rights and responsibilities.
Seniority	Determines employee subgroup and respective rights including the order of layoffs, access to re-employment lists and displacement rights (bumping).
Existing employee entitlements (vacation banks, sick leave, severance entitlement).	Provides current liabilities for impacted employees. This may be needed in negotiations with new employers and unions in cases of devolution.
Acting Status / Secondments / Interchanges and Home Position	Workforce change is to be based on the employees home position
Active or inactive status	Shows employees that are on leave during a workforce change
Casual Employees / Term Employees (including end dates)	Required for identifying number of employees who will naturally end their employment when a position will be eliminated and their rights under the collective agreement
Retirement Information (eligibility to retire, declared date, and the applicable rules)	Identifies number of employees who will naturally end their employment, without lay-off, when a position will be eliminated
Work & Home Address	Determines if “Article 23 – Change of Work Headquarters” applies. Also determines if employee can decline a displacement option (bumping rights)