

# Managing a Workforce During a Pandemic

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# Agenda

- ▶ Welcome and Introductions
- ▶ Saskatchewan During a Pandemic
  - ▶ Legal/regulatory environment: Public Health Mandates
  - ▶ Implications for employers
- ▶ Health and Safe Work Places
- ▶ Managing Employee Requests
  - ▶ Remote Work
  - ▶ Accommodation Requests
- ▶ Managing work performance during uncertain times

# Welcome and Introductions

- ▶ Name
- ▶ Organization
- ▶ One thing you hope to learn today

# Saskatchewan During a Pandemic

## Public Health Orders

1. Mandatory Isolation and Face Covering
  - ▶ Fully vaccinated persons exempted from self-isolation if deemed a closed contact;
  - ▶ Allows for removal of face covering under certain circumstances; and
  - ▶ Allows for exceptions to from face covering for those with documented medical conditions and other specific circumstances

# Saskatchewan During a Pandemic

## Public Health Orders

### 2. Proof of COVID-19 Vaccination or Test

- ▶ Applies only to non-essential businesses and to places where the risk of transmission is highest;
- ▶ allows those unwilling or unable to be vaccinated to be tested for COVID-19 as an alternative to vaccination; and
- ▶ Applies to all individuals, applicable businesses, institutions, associations and other organizations within the Province of Saskatchewan and City of Lloydminster

# Breakout Session #1

- ▶ How are these mandates affecting your workplace?
- ▶ What have been some of the challenges you have encountered in your workplace as a result of these mandates?
- ▶ How have you/have you been able to address these concerns?

# Implications for Employers

What does that mean for employers?

- ▶ Heightened need to protect privacy and information
- ▶ Increased levels of stress and burnout
- ▶ Evaluating the way we do our business
- ▶ Evaluate the way we manage staff
- ▶ Preparing our workforce for disruption
- ▶ Transforming the way we communicate (in and out)
- ▶ Preparing our clients for disruption/impact to services

# Health and Safe Workplaces

## 1. Physical

- ▶ Appropriate preventative measures
- ▶ Appropriate cleaning/maintenance supplies
- ▶ Appropriate protocols and contingency planning for dealing with a potential outbreak/significant loss of staff
- ▶ Appropriate supports for staff that work remotely

## 2. Emotional/Psychological Wellbeing

- ▶ Increased flexibility to address challenges of a pandemic
- ▶ Increased communication across all levels of the organization
- ▶ Appropriate mental health supports for staff



# Managing Requests for Remote Work

## Considerations

- ▶ It supports strategic priorities and operational needs
- ▶ Positions are suitable for remote work
- ▶ Employee and their remote workplace have appropriate conditions for remote work

# Best Practices for Managing Staff Remotely

- ▶ Ensure expectations are clearly communicated
- ▶ Ensure clarity of performance outcomes
- ▶ Establish regular check-ins
- ▶ Provide necessary infrastructure
- ▶ Ensure platforms and technology is available for communication
- ▶ Evaluate with regularity

# Managing Requests for Accommodations

## Medical Requests

- ▶ Exemptions to policies related to proof of vaccination/proof of negative testing
- ▶ In general, should be managed as in the past (pre-covid)

## Other Requests

- ▶ Exemptions to policies related to proof of vaccination/proof of negative testing under religious grounds
- ▶ Burden of Proof is on the requestor

# Performance Management

## Discussion:

- ▶ Has the performance of staff changed for you during the pandemic? What has changed?
- ▶ What have been your challenges managing staff during a pandemic?

# Performance Management

- ▶ Defining/redefining performance measure/outcomes
- ▶ Increased need to be fair, consistent, equitable and address biases
- ▶ Effective regular performance reports and conversations - tracking achievement of goals
- ▶ Focus on opportunities for improvements
- ▶ Regular and ongoing conversations around work volume, deliverables and learning opportunities

# Question - Answer Period



