

Moving Forward

Human Resources for a Changed Municipality

Presented by
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The Legacy Bowes Group

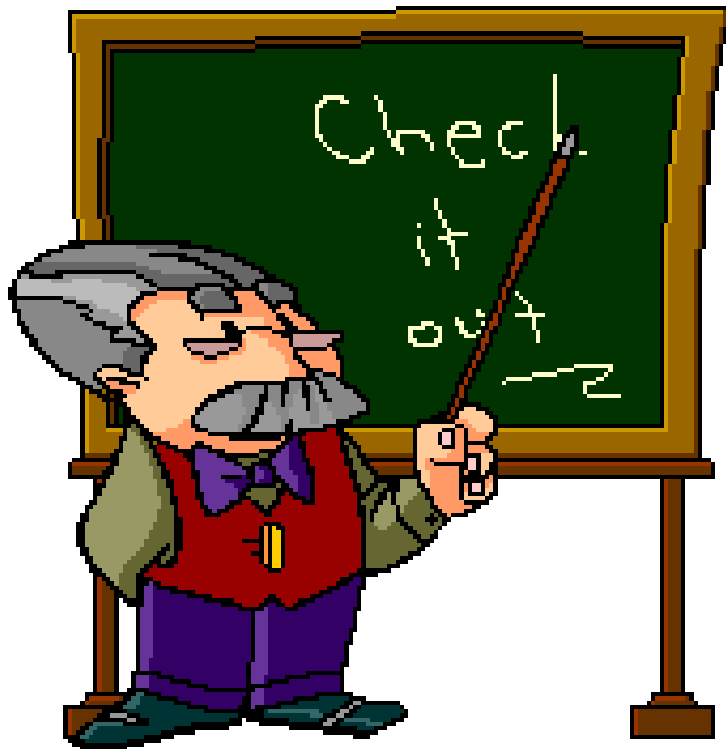


Manitoba Municipal
Government



Amalgamation Math...

Forward



$$1 + 1 = 1$$
$$1 + 1 + 1 = 1$$



Forward

Today's program...

The view from 40,000 feet up...

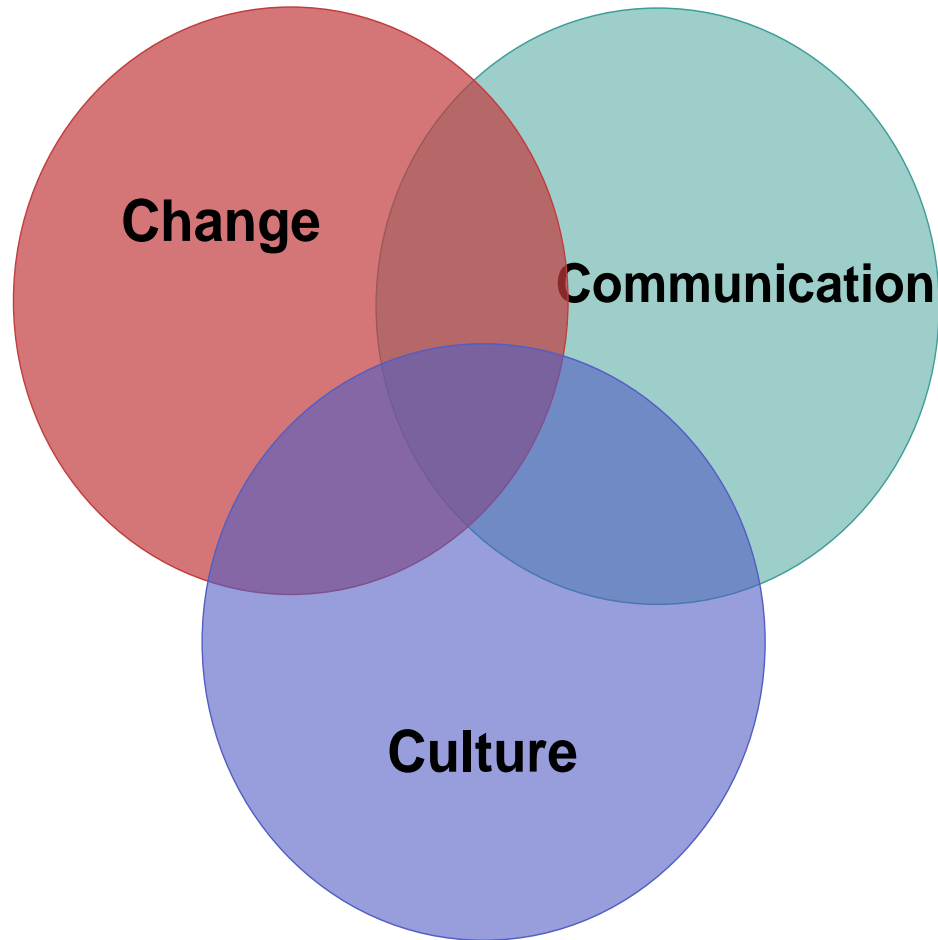
This is a very high level overview of HR issues to consider and not an exhaustive review.

The items presented today may have a different application to each municipality.



Three “Cs” of Amalgamation

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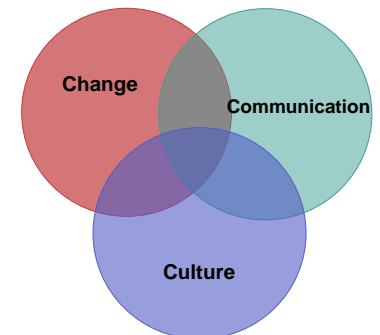


Communication

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Why is communication so important?

- *People who lack information fill in the gaps!*
 - *Gossip cannot be taken back!*



Communication

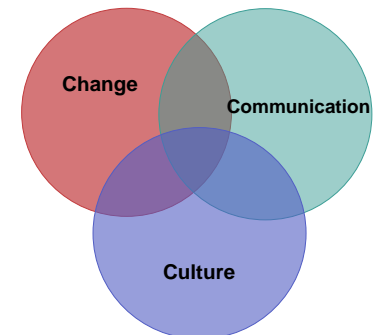
Forward

We must watch our words...

To most people amalgamation means greater efficiencies.

To most people workplace efficiencies mean cutbacks.

As Leaders you are on stage!!!



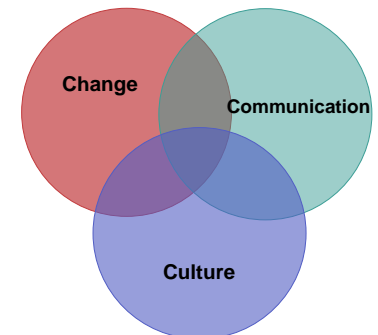
Communication

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Remember in this day and age what we say or do can be recorded by almost anyone, anywhere, anytime and distributed instantly to a large audience.

What you say or do today may come back to haunt you tomorrow!!!

As Leaders you are on stage!!!



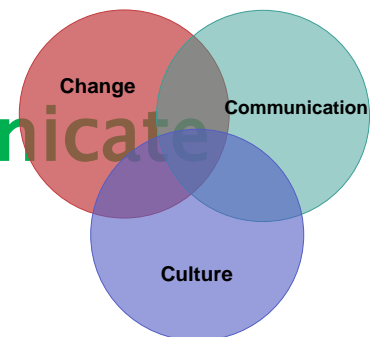
Communication

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Some communication strategies:

- Q&A Brochure - WIIFM
- Town hall meetings with employees
- Dedicate a bulletin board for communicating with employees
- Weekly news letter about amalgamation
- Let employees know before the public knows
- Use email, telephone messages, website, text messages, Facebook, Twitter,
- Have one “official” source

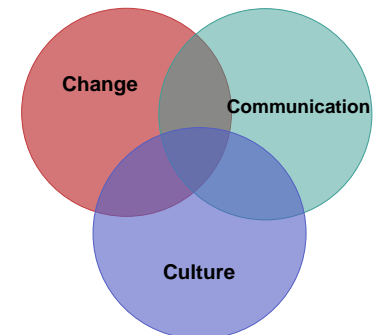
Communicate, communicate, communicate



Change

Forward

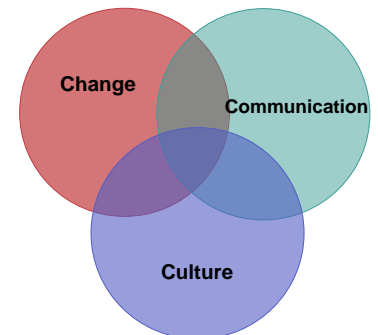
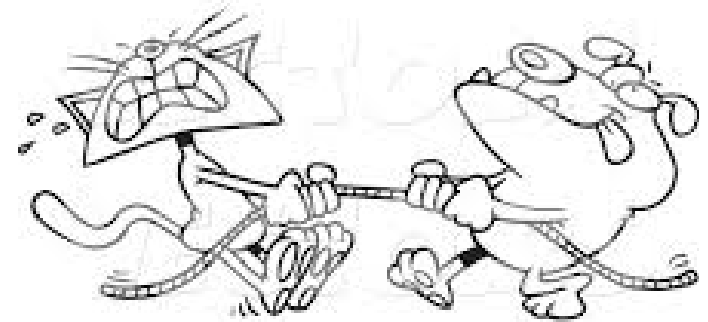
*“Only a Baby with
a wet diaper likes change!”*



Why do We Resist Change?

- Loss of control
- Too much uncertainty
- Surprise
- Habits
- More work
- Fear of what it might mean
- Competence/Confidence
- Lack of skills
- The ripple effect
- Time to adjust

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What Can We Do?

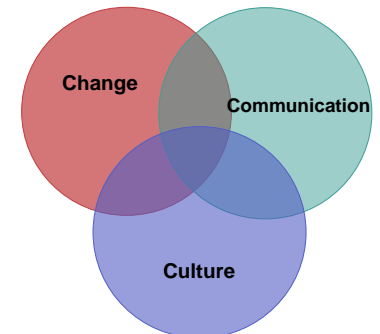
Forward

*As leaders, you are a change model,
you are on stage*

Be positive

List the benefits of amalgamation

Celebrate the past and embrace the future

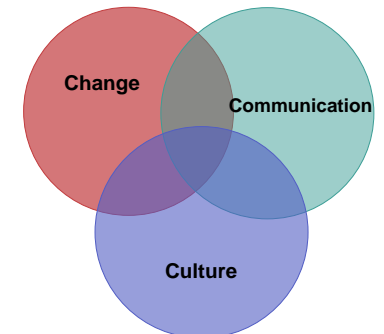


Culture

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What is organizational culture?

“The way we do things around here!”



Culture

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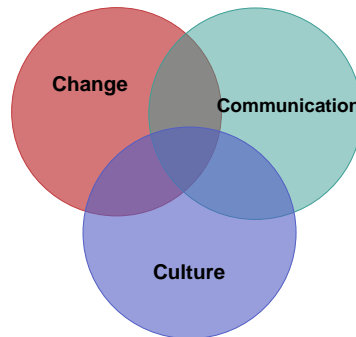
Culture is different for each municipality.

NOW,

The Cultures will be blended

Culture can be subtle and unwritten

Culture can be overt and well known



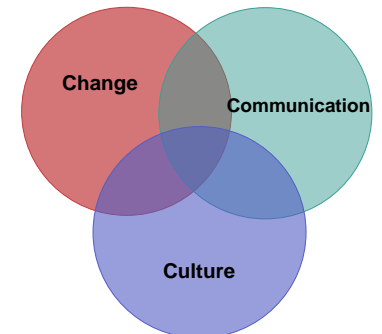
Culture

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Look for cultural differences from each municipality

*Look for new ways to support
the new environment*



Culture

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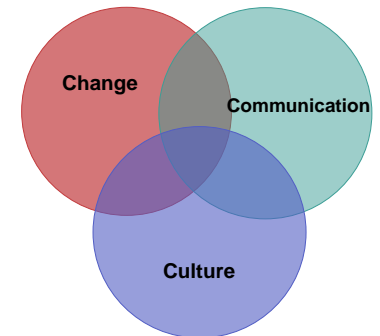


Comment

This is the way we did things here!

Response

*We want to explore everything
and use the best. This will
take time.*



Union... Warning to Employers!



Forward

Once certified as the bargaining agent for a group of employees, the Employer cannot negotiate with individual employees.

This means that any changes to working conditions must be discussed with the Union.

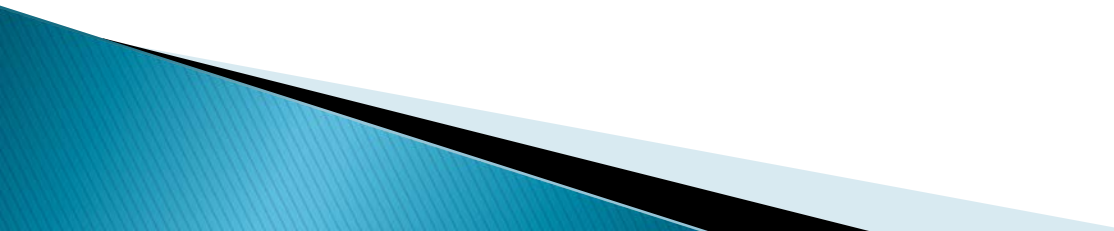


Union... Warning to Employers!



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If an employer is perceived as intimidating, coercing or influencing employees by expressing anti union views or making promises, it will be considered an unfair labour practice and may have to respond to complaints made to the Manitoba Labour Board.



Union Scenario #1



Forward

Union and non-union employee groups

What can happen?

Nothing – business as usual

Union applies to certify non-union group

Labour Board holds a representation vote



Union Scenario #2



Forward

Two unions (the same union)

Keep separate or blend?

What can happen?

- Nothing – business as usual
- Union applies to blend into one agreement

Union Scenario #3



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Two different unions

What can happen?

Unions agree to remain separate

- ▶ One union decides to withdraw
- ▶ One union decides to challenge

Labour Board would most likely
order a run off vote.

Union Related Issues



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Review collective agreements carefully

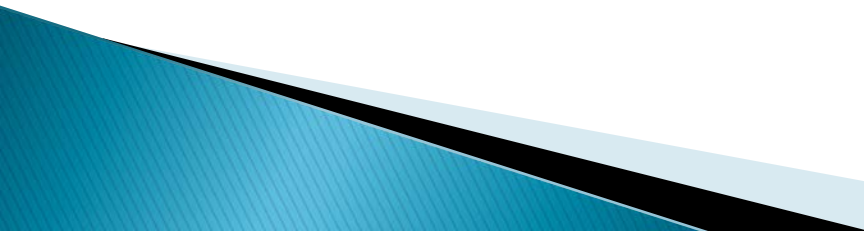
- Effective dates
- **Bargaining certificates will need to be changed**
 - Management rights clause
 - Union dues reports
 - Seniority
 - Layoff process

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Appointment of a CAO

Section 3(2)(c) of the *Municipal Amalgamation Act – Transition Committee Regulation*

“(c) If a chief administrative officer had not been designated, considering the appointment of a chief administrative officer or the process to be followed in making such an appointment.”





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The CAO

The Municipal Act

Part 4

Sec 127 (1) – CAO's Responsibilities

(a) is the administrative head of the municipality

Sec 127 (2) – CAO's Administrative duties





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Appointment of a CAO

Job Description

Compensation

Posting/Advertising

Interviews/Selection/Hiring



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Employee Retention

“A person who, on December 31, 2014, is employed by the former rural municipalities of the former town is, as of January 1, 2015, continued as an employee of the new municipality.”

What happens AFTER January 1, 2015?



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Some of the Questions Employees Will Have

- Am I going to lose my job?
- Will my pay or benefits be affected?
- Will I have to learn something new?
 - Who will I report to?
- Will my seniority be affected?

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Orientation to the “NEW” Municipality

- Welcome
 - Benefits of Amalgamation
 - Answer the Questions & **WIIFM**
 - (**What's In it for me?**)
- New Organizational Chart & Reporting Relationships

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Other Issues to Consider

- Compensation structure (could be different)
 - Insured employee benefits
 - (Life, AD&D, Health, Dental)
- Payroll processes (from 2 or 3 to 1)
 - HR policies
 - Job Descriptions
 - Forms
 - Work procedures

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Other Issues to Consider

Where will employee records be kept?

Managing a workforce in additional locations

Workplace Safety & Health

Workers' Compensation (new name & rates ??)

Recruitment, selection & hiring process



Legislation that affects HR/LR



Forward

Employment Standards Code

Labour Relations Act

Human Rights Code

Workplace Safety & Health Act

Workers' Compensation Act

Income Tax Act

CPP & EI





KEEP
CALM
AND WHO
YOU GONNA
CALL?





legacybowesgroup

A Career Partners International Firm

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