



# Navigating the Spectrum of Human Resources through a Pandemic

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# Tlichó Investment Corporation

- Engineering, Environmental & Equipment Services
  - Road construction
  - Winter road construction
  - Remediation
  - Equipment management
- Retail, Motel & Property Management
  - Retail stores
  - Motels
  - Commercial/residential property management/maintenance
- Forest Fire Management
- Site Services & Labour Management
  - Mine site operations
  - Wildlife monitoring
  - Road construction/maintenance
- Building construction
  - Commercial/residential construction
- Corporate Shared Services
  - Finance
  - Human Resources (HR)
  - Environment, Health & Safety (EHS)
  - Information Technology (IT)
  - Continuous Improvement







# Topics

- Employment impacts & legislation considerations
  - Layoffs/terminations
  - Pay & Benefits
  - Work schedules
  - Leave policies
  - Remote work arrangements
  - Recruitment

- Employee Health, Safety & Well-being
  - Mental Health & Compassion Fatigue
- Developing strong yet flexible plans
- Staying informed & connected
- Key considerations & opportunities





# EMPLOYMENT IMPACTS & LEGISLATION



# LAYOFFS & TERMINATIONS

- Short term and permanent reduction in headcount
- Pandemic does not mean that legislation is thrown out the door or no longer applies
- *Employment Standards Act* (Sections 37-43)
  - Temporary layoff
  - Termination
  - Notice periods/benefits provisions
  - Group layoffs





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# LAYOFFS & TERMINATIONS

- *NWT Human Rights Act*
  - Protected grounds of discrimination
- Reach out and ask questions



# PAY & BENEFITS

- Changes to compensation (whether short or long-term)
  - Must be in writing/acknowledged by both EE and ER
  - If temporary in nature – ensure that is clear and follow up in writing when pay reverts to normal
  - If unsure – consult an Employment Law lawyer or Employment Standards Officer for guidance
- Changes to benefits
  - New COVID clauses (related to disability)
  - Breaks on premiums
  - Potential impacts to employees not actively at work



# WORK SCHEDULES/HOURS OF WORK

- Changes must be in writing
- Employment Standards permit updating
  - Averaging Permit
  - Extended Hours Permit
- Offering flexible work hours

# LEAVE POLICIES

- Some employers have re-visited their paid/unpaid leave policies
  - Vacation
  - Personal/Sick
  - Special leave

# REMOTE WORK ARRANGEMENTS

- Is it possible/practical?
- Shift in mindset
  - Remote working where possible now a widely-accepted alternative
- How do we maintain employee morale and build workplace culture in a virtual environment?





# REMOTE WORK ARRANGEMENTS

- Considerations:
  - Current infrastructure/IT
  - Home office set up (IT, ergonomics, cybersecurity)
  - WSCC legislation
  - Isolation and mental health
  - Communication
  - Productivity
  - [The unexpected](#)

# RECRUITMENT

- Some employers no longer hiring
- Some employer's hiring has sky-rocketed
- Some continuing with recruitment as best as possible
  - Finding talent
  - Video/telephone interviews
  - Territory entry self-isolation requirements
  - Employer exemption requests (essential workers) & WSCC COVID-19 Workplace Risk Assessments
  - Mine-site pre-entry self-monitoring requirements
  - Employee onboarding and orientation



# EMPLOYEE HEALTH, SAFETY & WELL-BEING





# Safety

- Health & Safety paramount
  - Statutory duty of care
- Proactive
  - WSCC COVID-19 Workplace Risk Assessments
  - Follow official public health and medical advice closely
  - Infectious disease policy
  - Honest communication
  - PPE
  - Signage



# Mental Health

- Mental toll of COVID-19 on employees
  - Psychological range of responses
- Common employee concerns
  - Risk of exposure
  - Childcare
  - Work hours
  - Survivor guilt

# Mental Health

- Self-isolation fatigue
  - Lack of connection
  - Loss of freedom
  - Yearning for pre-COVID life

>>>>>>>>>> leading to  
EMOTIONAL EXHAUSTION





# Compassion Fatigue

- The physical and emotional exhaustion experienced when engaging with someone in difficulty
- Emotional rollercoaster
- ID your emotions
- Create a boundary
- Back to the basics
  - Eat, Sleep, Move
  - Work Smarter, not Harder

# C.A.R.E

- Many leaders unsure of how to help a colleague or employee with a mental health issue
- **C**reate Time and Space
- **A**ttend
- **R**espond and Refer
- **E**armark

So many people are hanging by  
the thinnest of threads



Treat people well, you could just  
be that thread



# PLANNING





# PLANNING

- Build contingency team early-on
- Strong yet flexible plans (Phase-based)
  - Phase 1
  - Phase 2
  - What's next?
- Return to work planning & control implementation
- Set the tone
- Communication





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# STAYING INFORMED AND CONNECTED

- GNWT & WSCC
- Business/professional networks
- Legal/legislation professionals and experts
- Small city perks



# KEY CONSIDERATIONS & OPPORTUNITIES

- Reflection
- Different outlook
- Shifting the dialogue
- Challenges ahead







THANK YOU!

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