Worker Adjustment Committee Manual

A HANDBOOK FOR WORKER ADJUSTMENT COMMITTEES

PURPOSE OF THE MANUAL

Years of experience have proved a Worker Adjustment Committee to be the most efficient and effective way to assist workers facing loss of employment. Whether dealing with layoffs or total plant closure it delivers an immediate response that can quickly assess and provide for the unique needs of the workers it serves.

No two labour adjustment situations are identical and each one will present unique problems and challenges. A Worker Adjustment Committee provides a single, flexible model that can be adapted to meet the needs of workers in all of the varied situations and circumstances that may be encountered.

The unique problems and challenges faced by each committee means that no manual is able to provide a definitive procedure to be followed precisely. The purpose of this manual is to provide guidelines, based on years of experience, to assist a committee to utilize the model in a manner that will allow it to efficiently and effectively meet the challenge of providing all of the services that will be required by workers facing loss of employment.

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Section 1 Introduction to the Adjustment Process

1.1	Introduction to the adjustment process
1.2	Goal of adjustment process
1.3	Development of a strategy
1.4	Employee advantages
1.5	Employer advantages

1.1 Introduction to Worker Adjustment Committees

The closure of a plant or the layoff of a large number of employees is a traumatic event for all concerned; employees, employer and community. However, the crisis caused by pending layoffs provides an opportunity to establish a new working relationship between employer and employee to the benefit of both. A labour/management Worker Adjustment Committee based on common goals is the activity that will promote this new relationship.

The formation of a Worker Adjustment Committee provides a proven, simple and efficient way for management and labour, both unionized and non-union, to work together to manage change in the workplace. A history of success has lead to strong support for Worker Adjustment Committees in legislation regarding group termination of employment as contained in *The Employment Standards Code*.

There are hundreds of examples of successful transition programs using this model to meet the needs of the workers, the company and the community. Experience proves the positive results when employer and employee representatives work together to plan and organize reemployment, retraining and other services.

This resource manual is not intended to provide exhaustive technical assistance. Its purpose is to provide companies and

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employees with the fundamental information necessary to establish an effective Worker Adjustment Committee.
The approach outlined in this manual is based on a model that has been used effectively for over twenty-five years. It utilizes the organization and resources of both management and affected labour unions. It encourages the use of existing employment services and programs delivered through Manitoba Education and Training to enable workers to locate new employment as quickly as possible. When dealing with a large number of workers a committee may employ external staff to operate programs or deliver services and out-placement activity.
The committee model detailed in this manual consists of a Chair and equal representation from employees and the employer. Their role is to develop a program utilizing all available service providers, provincial or local, public or private, which can provide reemployment services for workers facing job-loss. The committee will also act as a focal point for communication regarding the progress of changes in the workplace and the provision of services.
1.2 Goal of adjustment process
The primary goal of a Worker Adjustment Committee is to provide an innovative, flexible, cost-effective and co-operative means for the reemployment of job-threatened or laid off

employees with the least disruption to their lives and earnings. This reemployment may utilize existing skills or may involve some degree of retraining.	Notes
1.3 Development of a strategy	
To achieve this goal each committee must develop its own unique strategy based on the particular circumstances it faces. This strategy must take into account the fact that employee reactions to threatened unemployment will differ widely due to individual personal situations and that these reactions may change at various times during the adjustment process.	
An effective Worker Adjustment Committee strategy will contribute positively to the economic, social and psychological well being of employees during this difficult time while focusing on reemployment.	
One of the first considerations may be whether or not the planned layoffs or closure can be prevented. Section 5 of this manual suggests situations in which alternatives may be available and ideas for committee consideration when alternative action may be possible. However, such considerations must not distract the committee from its prime responsibility to plan for announced workforce adjustment.	

Notes	The members of a committee will have a wealth of knowledge and experience about the workplace, the industry, the community and the employees. The committee must build on this collective experience and knowledge to develop and implement an effective adjustment plan.	
	1.4	Employee advantages
	comm	Both labour and management benefit from their rement in an adjustment committee but the focus of the littee is to help the workers who face the loss of employment. Employees gain the following from a carefully planned am prepared in advance of layoffs. Quick response time for earlier reemployment As there is no need to negotiate a detailed contract to establish an adjustment committee it can be formed quickly and easily with a simple Charter Document. The quick formation of a committee provides the maximum amount of time to provide services prior to actual job loss. The more time that is available for the provision of services before jobs are lost the greater the chance for employees to find new work and fulfill the goal of reemployment with uninterrupted earnings.

Section 1: Introduction to the Adjustment Process

> Access to government sponsored employment services

The formation of a committee brings together representatives of Labour Adjustment Services of Manitoba Growth, Enterprise and Trade with those of other government departments such as Industry, Training and Employment Services of Manitoba Education and Training.

Workers helping workers

Involving workers in the planning of transitions services builds acceptance of the program. An imposed program can never achieve the support given to one organized with the assistance of affected workers. The greater the acceptance and support by the workforce, the more successful the adjustment program will be.

The involvement of employees provides workers with the opportunity to discuss personal situations confidentially with someone who fully understands their situation and concerns.

Co-ordination of Services

The Committee can co-ordinate resources and activities so that services are provided at the right time as determined by those they are designed to help.

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Notes	By co-ordinati regarding events, a Committee will m and confusing run stress.
	An employer will benefit is their employees and directly from following ways.
	Cost effective co- Workforce Ad to be the most cost adjustment services benefit, as the comproviding services
	Productivity and I Low morale productivity in high absorb productivity. Exp
	participate in the control program well in according to the minimized

ing the delivery of information activities and services the inimize the spread of conflicting nours that only add to existing

es

ndirectly from all advantages to n the adjustment process in the

ordination of services

ljustment Committees have proven t-effective way to co-ordinate es. This is to management's npany will share in the cost of

Morale

rior to and after layoffs frequently enteeism and decreased erience proves that when workers development of a transition dvance of layoffs these problems or avoided.

Section 1: Introduction to the Adjustment Process

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The company not only benefits from improved morale among those being laid off. Of equal importance to the company is that it benefits from improved morale among the remaining employees. There are no unaffected employees when layoffs occur as surviving employees are adversely affected by the layoff of co-workers. The more the company is seen to be doing to assist those being laid off the better the morale and productivity of remaining employees.

Positive Labour – Management Relations

Working together to solve problems in a positive way reduces labour/management tension. This improved relationship between management and labour will assist with the settlement of other labour/management issues not directly related to the layoff.

> Positive Community Image

The drama of major layoffs or plant closure attracts media and public attention. The manner in which events leading up to the closure or layoffs are handled will determine whether that attention reflects positively or negatively on the company. A communication plan supported by the workers that includes organized information about company plans, assistance efforts, benefit packages and all

Notes	other reemployment information reduces the disruptive affect of public misunderstanding and
	mymoya This will result in a more positive public
	rumour. This will result in a more positive public
	image for both company and union(s).
	image for both company and amon(b).

Section 2: Formation of An Adjustment Committee

2.1	Voluntary nature of committees
2.2	Rapid response
2.3	Charter Document
2.4	Timing of Committee Work
2.5	Teamwork and focus
2.6	Confidentiality
2.7	Role of government departments
2.8	Adjustment committee costs
Appendix A	Charter Document
Appendix B	Fee for Service Agreement

2.1 Voluntary nature of committees

Under normal circumstances the formation of a committee is a voluntary, co-operative arrangement between management and labour supported by Manitoba Growth, Enterprise and Trade and other provincial and federal departments. In some circumstances a Worker Adjustment Committee could be mandated but that would be an exceptional situation.

2.2 Rapid response

A professional consultant from Labour Adjustment Services will be the first responder when a closure or planned layoff is reported. The consultant will contact the affected workplace and meet with labour and management to oversee the formation of a committee. The consultant will also contact the appropriate Industry, Training and Employment Services staff within 24 hours to initiate discussion regarding options.

When agreement is reached, the consultant will oversee formation of the committee, target unique problems and coordinate needed resources.

Each situation presents a unique set of circumstances but the formation of a committee usually involves the following steps, all of which can be accomplished quickly.

Notes	 a) An understanding by both the employer and the employees that the committee is designed to work on a co-operative, not confrontational, basis. b) Establishment of objectives. c) Determination of possible expenses and contributions to those expenses. d) Development of a Charter Document. e) Appointment of committee members. f) Selection of a chairperson. g) Orientation and training sessions to familiarize members with their role and available services.
	2.3 Charter Document
	When all parties have agreed to the establishment of a committee a Charter Document will be drawn up. This document ensures that all parties in the adjustment process understand and agree to the terms and conditions under which the committee will operate.
	The Charter Document will cover the following basic points. > Organizational structure. > Appointment of a chairperson. > Committee membership. > Objectives of the committee. > Time frame for committee activity.

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- Cost sharing arrangements.
- > Budget and accounting obligations.

The Charter Document will set out committee membership but, unless otherwise agreed in unique circumstances, that membership will include an equal number of employee and employer representatives. When union and non-union employees are affected both groups should be represented on the committee.

A sample Charter Document is provided as Appendix A to this section.

2.4 Timing of committee work

It is far easier for the committee to operate if it is formed in time to organize and begin delivery of an adjustment plan before the planned closure or layoffs occur. The voluntary nature of the committee requires that employees and employers are available to undertake the work. After layoffs have taken place it will be more difficult to locate affected employees for both committee work and the delivery of services.

However, if the layoff or closure has already occurred it is still possible to provide assistance. A Labour Adjustment Services Consultant will assist in the gathering of available resources. The delivery of services may be more challenging but experience has shown that the Worker Adjustment Committee model makes it

Notes	possible. Flexibility is the key and the committee will have to adapt to reach its goals.	
	2.5 Teamwork and focus	
	To achieve the goals of the adjustment process it is essential that committee members work together as a team. This requires that decisions be made by consensus or general agreement. The adjustment process is not part of a collective bargaining process and discussion cannot be conducted as if it were a negotiating table. Employee and employer members must set aside differences and keep their focus on assisting affected employees.	
	2.6 Confidentiality	
	Members of the adjustment committee do not normally have access to confidential personal information but they will take part in discussions that are confidential. Maintaining that confidentiality is critical.	
	Confidential treatment of employee personal information that may be encountered is necessary if the committee is to gain and maintain the trust and co-operation of those it is trying to assist.	

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The confidentiality of committee discussion regarding		
options, programs and possible activities is necessary to build the		
required trust between management and employee members.		
During discussion the committee will decide what information		
related to initiatives is to be kept confidential, what is to be		
communicated to all employees and how it will be communicated		

2.7 Role of government departments

Various government departments may play a role in support of Worker Adjustment Committees.

Labour Adjustment Services of Manitoba Growth,
Enterprise and Trade is the first responder and carries
responsibility for the formation and development of the committee,
for advice and support during planning, for monitoring during
delivery of initiatives and for assessing outcomes.

Other provincial government departments such as Industry, Training and Employment Services of Manitoba Education and Training also have responsibilities in keeping with their roles, responsibilities and programs. More detail on support that may be provided by various government departments is provided in Sections 3.6 and 3.7.

Notes	2.8 Adjustment committee costs
	Adjustment committee activities cost money. Any support for committee expenses must be negotiated in advance with representatives of the government departments involved with approved costs subject to equal sharing by the employer and the provincial government. Labour Adjustment Services and Industry, Training and Employment Services representatives working with your committee will provide information regarding appropriate expenses. Depending on the size and scope of the committee appropriate expenses may include certain office supplies, printing costs and the hiring of assistance on a fee-for-service basis.
	When assistance is to be provided on a fee-for-service basis a Fee for Service Agreement will be drawn up. A sample Fee for Service Agreement is provided as Appendix B to this section.
	Appendix A Charter Document
	Appendix B Fee for Service Agreement

ABC COMPANY LIMITED

EMPLOYEE ADJUSTMENT COMMITTEE

CHARTER DOCUMENT

BACKGROUND

As a result of the recently announced closure of the production facility of ABC Company Limited, a representative from Labour Adjustment Services and Industry, Training and Employment Services met with management from ABC Company Limited to discuss the merits of establishing a joint- consultative labour/management worker adjustment committee. This Charter document reflects the decisions that were agreed upon by all parties at this meeting.

- A joint-consultative Labour/Management Committee will be established to mitigate the impact of job loss at ABC Company Limited.
- Anna Fuller, Manitoba Growth, Enterprise and Trade will chair the Committee meetings.
- The joint-consultative labour/management committee will be comprised of equal representation from both labour and management, as well as one or two ex-officio provincial government representative from Manitoba Education and Training. This Committee can create as many ad hoc working groups as needed to ensure that their "Adjustment Action Plan" is successfully implemented.
- The committee will operate for the period commencing, March 1, 2012 to March 1, 2013, unless otherwise agreed to by the parties.

OBJECTIVES

The responsibilities and objectives of the ABC Company Limited Employee Adjustment Committee shall be:

- To recommend to the EMPLOYER and EMPLOYEE REPRESENTATIVES courses of action, which the Committee deems essential in the development of a private program of human resource adjustment, in order to effectively assist the workers obtain alternate employment and to minimize the impact of job loss.
- With the assistance of Manitoba Growth, Enterprise and Trade and Manitoba Education and Training, bring to bear and make the most effective use of all available private and public adjustment services that are appropriate.

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MEETINGS

The Committee will meet at least once a month on a date, time and place as established by the Committee. A motion of the Committee can cancel any meeting, but such a motion must be passed during a meeting held prior to the meeting to be cancelled. Sub-committees will meet as often as necessary and will be called by the Chair.

ADMINISTRATION AND FINANCES

The operation of the joint Labour-Management Workforce Adjustment Committee will be financed by the partnership of key stakeholders, Manitoba Education and Training and ABC Company Limited.

The Committee will effectively administer and manage the "Adjustment Action Plan" resulting from Employee Needs Surveys and be responsible for control of the attached draft budget (see Appendix A).

ACCOUNTING RECORDS

The Committee will maintain accounting records and other documentation in accordance with generally accepted accounting principles.

AUDIT

The accounts and records of this Committee will, by the end of the Agreement period be audited and reported by an internal auditor from the Department of Manitoba Education and Training and/or by a qualified auditor, who will be a member of a professional accounting or auditing organization.

SPECIFIC DELIVERABLES

- That a Labour Market Consultant be hired immediately.
- Organize a town hall meeting to familiarize the affected employees with the services which will be available through the Worker Adjustment Committee within the first two weeks of operation.
- Develop and administer an employee "Needs Assessment" and analyze within the first four weeks of operation.

- Develop and implement an action plan based on the identifiable "Needs Assessment". (Appendix "B" outlines some of the key activities that may be undertaken by the Committee)
- Measurable outcome of clients who have voluntarily developed adjustment plans must result in a minimum of 70% placement rate of active participating clients as defined-to have:
 - Full-time employment if previously employed full time.
 - Exploring and registration in recognized retraining program.
- The maintenance and submission of a case management report describing the intervention required by the clients who become reemployed or enrolled in training programs to confirm the 70% placement rate to meet the target of the program's service providers.

APPENDIX A

PROPOSED BUDGET PROJECTION

ITEM		AMOUNT		
Servi 1.	ces by Consultant: Marketing Clients – Permanent layoffs Number of projected participants 5 hours per client Professional fees per hour Projected fees:	50 250 hours \$60.00	\$15,000.00	
2.	Administrative Functions – Permanent lay Number of projected participants 4 hours per client Professional fees per hour Projected fees:	offs 50 200 hours \$25.00	\$5,000.00	
3.	Group Workshops # of hours Professional fees per hour	20 \$60.00	\$1,200.00	
	# of hours Administrative fees per hour Projected fees:	10 \$25.00	\$250.00	
4.	Committee Meetings Number of committee meetings 3 hours per meeting Professional fees per hour Projected fees:	12 36 hours \$60.00	\$2,160.00	
	SUB-TOTAL GST		\$23,610.00 \$1,180.00	
5.	Office supplies		\$ 1,500.00	
	TOTAL		\$26,290.50	

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FINANCIAL CONTRIBUTORS:

ENTREPRENEURSHIP, TRAINING AND TRADE

\$13,145.25

ABC COMPANY LIMITED

\$13,145.25

TOTAL

\$26,290.50

The majority of the cost projections are based on previous funding arrangements for similar Workforce Adjustment Committees.

FOOTNOTES:

- Consultant/Co-ordinator Position is based on a fee for services basis only. This would not be an employee of the Committee. Therefore no employee benefits would be paid out.
- This budget represents operational committee funding only. Individual and/or group training needs that are identified will be sourced separately.

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APPENDIX "B"

The services to be coordinated by the Committee are as follows:

- To organize a town hall meeting for all affected employees.
- To contract the services of a Labour Market Consultant to:
 - To carry out and oversee participants' skills and needs surveys.
 - To work directly with participants in the preparation or updating of resumes.
 - To provide job placement assistance job leads and career opportunity to all participants.
 - Works with participants in matching skills with retraining options including self-employment opportunities.
 - To schedule the delivery of group information sessions for participants.
 - To co-ordinate the delivery of specific job search, career and interview skill-training workshops/seminars for participants as needed.
 - To provide one-on-one consultation/career counselling to identify barriers to employment and assist participants to develop job readiness skills and job search strategies.
 - To collect labour market information for participants regarding job openings, skill requirements and other occupational information.
 - To provide ongoing personal support and labour adjustment advocacy by handling basic concerns and issues of participants and if necessary refers participants to the appropriate community service organization for further assistance.
 - To develop and distribute committee newsletters to all participants.
 - To maintain participant records on all services provided (training, educational and employment activities) and provide reports to the Committee on the status of all participants at Committee meetings.
 - To maintain a liaison with Labour Adjustment Services and Industry, Training and Employment Services.
 - To maintain and provide all necessary reports required by Labour Adjustment Services and/or Industry, Training and Employment Services.

THIS CONTRACT made at the City of Winnipeg in the Province of Manitoba this, 1st day of March 2012

Between:

LABOUR MARKET CONSULTING

(hereinafter known as the "Consultant")

OF THE FIRST PART.

-and-

ABC COMPANY LIMITED

(hereinafter known as the "Client")

OF THE SECOND PART

WHEREAS the Client is attempting to carry out a Labour Marketing Consulting service for employees who have been laid off from ABC Company Limited.

AND WHEREAS the Consultant warrants and represents that they have the skill, knowledge, know-how, and experience necessary to enable them to assist the Client in reaching its developmental objectives, and is desirous of entering into an agreement with the Client;

AND WHEREAS the Client requires the services of the Consultant, and is desirous of entering into a contract with the Consultant;

NOW THEREFORE in consideration of the mutual covenants and premise herein contained, the parties mutually agree as follows:

- 1. The Client agrees to pay the Consultant according to the payment schedule contained in Appendix A and forming part of this Contract.
- 2. During the term of this Contract the Consultant agrees to provide the services set out in Appendix B and forming part of this Contract.
- 3. The term of this Contract shall be for a period commencing with the date of March 1, 2012 and terminating on March 1, 2013.
- 4. Either party to this Contract may terminate this Contract at anytime by giving 30 days written notice to the other party.

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- 5. The Consultant, upon giving written notice to the Client or upon receiving written notice from the Client, agrees to provide the Client with all information gathered, material collected, reports or documents prepared, together with a final report and statement of account up to the date of termination of the Contract, within 3 days of giving or receiving the written notice.
- 6. Any notice required or permitted to be given under this Contract shall be served by prepaid registered mail to the parties at:
 - (a) The Consultant:

Labour Market Consulting 123 Anywhere Street Winnipeg, Manitoba R1C 2P3

(b) The Client:

Mr. John Smith Plant Manager ABC Company Limited 456 Nowhere Ave. Winnipeg, Manitoba R4C 5B6

Any such notice will be deemed to have been served and given forty-eight (48) hours after same has been posted in one of her Majesty's post boxes.

- 7. In the event of termination, the Consultant shall have no claim against the Client except to be paid in accordance with work performed up to the date upon which termination becomes effective.
- 8. In the event of termination, the Client shall have no claim against the Consultant except to be provided with all information gathered, materials collected, reports or documents prepared, together with a final report and statement of account up to the date upon which termination becomes effective. The Client shall also have the right to be indemnified by the Consultant for any monies paid out to a third party by virtue of the Consultant exceeding his authority under this Contract or by virtue of the Consultant committing a breach of any term of this Contract.

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9. This Contract shall not render the Consultant an employee, partner, agent of, or joint venture with the Client and or the ABC Company Limited Employee Adjustment Committee. The Consultant is and will remain an independent contractor.

The client shall not be responsible for withholding taxes with respect to the Consultant's compensation hereunder and the Consultant will be solely responsible for ensuring that all withholding payments and taxes are made to the appropriate authorities.

The Consultant will have no claim against the client hereunder or otherwise for vacation pay, sick leave, retirement benefits, workers' compensation benefits, health or disability benefits, employment insurance benefits, or employee benefits of any kind and is solely responsible for arranging his own coverage for any of these benefits.

- 10. It is the intention of the parties hereto that this is a contract for services only, and the Consultant will not have the legal authority to contract on behalf of the Client, or in any way bind the Client to any further contract for services, and the Client is not responsible except as herein contemplated for services provided pursuant to this Contract.
- 11. The Consultant undertakes to maintain strict confidentiality of Client information and any other sensitive information regarding this contract.
- 12. Labour Market Consultant will be the sole consultant working on this Contract.
- 13. This Contract is not assignable by either of the parties hereto without the written consent of the other party to this Agreement.
- 14. The waiver by one party hereto or breach of any provision of this Contract by the other shall not operate or be construed as a continuing waiver.
- 15. All of the provisions of this Contract shall be binding upon the parties hereto and their respective heirs, successors and assigns.
- 16. No amendment, change or modification of this Contract shall be valid unless in writing and signed by the parties hereto.
- 17. This Contract and any exhibit attached constitute the entire understanding and agreement of the parties, and any and all prior agreements, understandings, and representations are hereby terminated and cancelled in their entirety and are of no further force and effect.

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- 18. If any provision of this Contract or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Contract shall nevertheless remain in full force and effect.
- 19. The laws of the Province of Manitoba shall govern the validity of this Contract, the construction of its terms and the interpretation of the rights and duties hereto.

IN WITNESS WHEREOF the parties have executed this Contract on the day and year first above written.

For the Consultant:	
	PER:
	Witness:
For the Clien	t:
	PER:
	Witness:

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Appendix A

Payment Schedule

As full compensation for the services rendered pursuant to this Contract, the Client shall pay to the Consultant:

One-on-one Counselling Service & Marketing Clients (permanent layoffs) - \$60.00 per hour up to a maximum of 5 hours per client, not exceeding 50 clients. Subject to Committee approval any surplus or residual unused hours may be directed to those clients requiring additional time.

50 x 5 hours = 250 hours @ \$60.00 = \$15,000.00

Administrative Functions - to deliver and carry out all other administration functions including, the development of skills inventory, resumes, database, newsletter, \$25.00 per hour up to a maximum of 4 hours per client, not exceeding 50 clients.

200 hours @ \$25.00 = \$5,000.00

Group Workshops - to deliver and carry out group workshops as required for transition services, for example interview skills workshops, how to cope with change, etc.

75 hours @ \$50.00 = \$3,750.00

Administrative Functions - to deliver and carry out all r administration functions relating to group workshops.

10 hours @ \$25.00 = \$250.00

Committee Meetings - to attend Client or Committee meetings once per month up to 3 hours per meeting (12 months X 3 hours)

36 hours @ \$60.00 = \$2,160.00

SUB-TOTAL GST

\$23,610.00 \$1,180.50

Office supplies – the cost of printing/xeroxing workshop materials as well as resumes for clients. \$1,500.00

TOTAL \$26,290.50

(1) The Consultant shall submit invoices to the Client on a monthly basis to:

Mr. John Smith Plant Manager ABC Company Limited 456 Nowhere Ave. Winnipeg, Manitoba R4C 5B6

- (2) The invoice shall be in writing and be to the satisfaction of the Client in both form and content. The Consultant shall provide to the Client such supporting documents, vouchers, statements and receipts as may be requested by the Client.
- (3) The Client shall endeavour to pay the Consultant any fees due within 30 days after receipt and approval of an invoice and any supporting materials requested under subsection (2).
- (4) Those invoiced fees not paid by the Client within 45 days of receipt and approval shall bear interest from the 45th day at the prime rate in effect for the period in question.
- (5) The total fees and expenses paid under this Agreement shall not exceed (\$12,500.00).

APPENDIX "B"

The services to be provided by the Consultant are as follows:

- Carry out and oversee participants Skills and Needs Survey.
- Scheduling the delivery of group information sessions for participants.
- Co-ordinates and delivers specific job search, career and interview skilltraining workshops/seminars for participants.
- Provides one-on-one consultation/career counselling to identify barriers to employment and assist participants to develop job readiness skills and job search strategies.
- Works directly with participants in the preparation or updating of resumes.
- Develops skill based training opportunities for participants and possible sources of funding.
- Works with participants in matching skills with retraining options including self-employment opportunities.
- Collects Labour Market information for participants regarding job openings, skill requirements and other occupational information.
- Provide job placement assistance job leads and career opportunity to all participants.
- Provide ongoing personal support and labour adjustment advocacy by handling basic concerns and issues of participants and if necessary refers participants to the appropriate Community Service Organization for further assistance.
- Maintain a liaison with the Manager of the Winnipeg Employment Centre and Service Canada Centre of Canada which is the focal point for delivery of provincial government employment and training services including employment counselling, testing, selection and referral to employment opportunities and training.
- Develops and distributes Committee newsletters to all participants.
- Maintain participant records on all services provided, training and educational activities, employment activities and update the Committee on the status of all participants at Committee meetings
- Treats participant's information and activities strictly confidential.

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Section 3: COMMITTEE STRUCTURE

3.1	General considerations
3.2	Employer representatives
3.3	Employee representatives
3.4	Ex officio members
3.5	The chairperson
3.6	Manitoba Growth, Enterprise and Trade Adjustment
	Services assistance
3.7	Additional government assistance

	Notes
3.1 General considerations	
A Worker Adjustment Committee provides an immediate, simple, proven and cost-effective way to meet the challenges caused by closure or layoff. A committee relies on active participation by both employer and employee representatives but will be most effective when employees participate actively and enthusiastically in its work.	
A Worker Adjustment Committee is normally composed of an equal number of employer and employee representatives. However, with the approval of all parties, the final composition of the committee may be changed to meet particular circumstances.	
The selection and role of committee representatives is dealt with in the following sections but it must be noted that continuous representation is essential. Progress cannot be made unless all areas of responsibility are present and fully informed as to their duties. All members should have an alternate who is also well informed in order that work may continue without interruption should the alternate be required to attend a meeting.	
A meeting at which members with required information are absent accomplishes very little and wastes everyone's time.	

SECTION 3: COMMITTEE STRUCTURE

3.2 Employer representatives
Employer representatives should include individuals with sufficient authority that they can make decisions at the committee table that will be supported by the company. The manager with direct responsibility for affected employees should be on the committee.
Employer representatives bring the following to committee discussion in addition to managerial ability. Knowledge of the industry. Knowledge of the affected work force. Knowledge of labour market conditions. Established contacts with other employers. The ability to authorize and implement company actions approved by the committee.
3.3 Employee representatives
Employee representatives have a very important role in the adjustment process. They bring the following strengths to the committee. > When unionized, the support and co-operation of the union organization.

Notes

- > Experience in the work place.
- > Personal knowledge of the workforce.
- Personal contact with employees.
- ➤ Knowledge of current worker concerns and questions.
- On-going "shop floor" assessment of, and response to, initiatives.

The value of the knowledge and information brought to the committee by employee representatives cannot be over emphasized. Employee representatives must listen to what their co-workers are saying. They must make sure that employee concerns are brought to the committee and that information flows from the committee to the employees.

3.4 Ex officio members

Ex officio members will be designated as required by government agencies or other groups. The consultant from Labour Adjustment Services, Manitoba Growth, Enterprise and Trade will be an ex officio member of the committee. Additional ex officio members may be provided by:

- Manitoba Education and Training,
- Service Canada and/or
- > affected organizations such as the sector council.

Ex officio members contribute their expertise and advice to committee discussion and thereby contribute to the decision

SECTION 3: COMMITTEE STRUCTURE

Notes	making process but they do not vote when a motion is put to the committee. Government service representatives will control the manner in which services under their jurisdiction are delivered.
	3.5 The chairperson
	Representatives in consultation with government representatives will decide how the committee will be chaired. Options include the following. Employee (union) and company co-chairs with alternating responsibility at meetings. Provincial government consultant as chairperson or facilitator. A company chairperson. A union chairperson When required by the situation, an appointed, independent chairperson from outside the organization.
	The chairperson's responsibilities are detailed in Section 4 but usually include the following. Call, and provide agendas for, all committee meetings. Control discussions and the general course of the meeting thereby managing group dynamics. Ensure appropriate minutes of meetings are kept.

- Ensure production and distribution of reports.
- > Act as spokesperson for the committee.
- Ensure completion of on-going summaries and final report.

3.6 Manitoba Growth, Enterprise and Trade Adjustment Services assistance

Labour Adjustment Services of Manitoba Growth, Enterprise and Trade, as first responder, has the responsibility to identify all labour adjustment needs within the province even if the industry involved falls under federal labour legislation.

As previously noted, when a situation involving closure or layoff has been identified, a Labour Adjustment Services

Consultant will be immediately assigned to promote and oversee formation of a Worker Adjustment Committee. Once the committee is established the assigned Labour Adjustment Services

Consultant will provide ongoing services such as the following.

- Ensure regular and special committee meetings as required.
- Assist in the selection of a chairperson.
- Provide guidance to the chairperson on all responsibilities and requirements.
- Promote an appropriate model for the provision of services.
- > Provide technical assistance and advice.

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Worker Ad	liustment (Committee	Handbook
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SECTION 3: COMMITTEE STRUCTURE

Notes

- ➤ Identify consultants with required technical expertise.
- ➤ Develop and negotiate cost-sharing agreements with stakeholders.
- ➤ Facilitate committee access to other local, provincial or federal programs and services.
- Monitor and evaluate the delivery of programs based on established deliverables.

3.7 Additional government assistance

In addition to Manitoba Growth, Enterprise and Trade, Manitoba Education and Training, additional provincial and federal departments may be able to assist the committee to design and carry out a successful program. Two such government departments, and the assistance they may provide, are the following.

- Manitoba Education and Training may provide assistance in areas pertinent to their expertise including information regarding the industrial sectors involved in proposed adjustment programs.
- ➤ The federal department of Service Canada may provide services related to their mandate. Most commonly this will be the provision of information and assistance regarding Employment Insurance.

Section 4: ROLE AND RESPONSIBILITY OF COMMITTEE CHAIRPERSON AND MEMBERS

4.1	The committee
4.2	The chairperson
4.3	Committee spokesperson
4.4	Role of committee members
4.5	Consultants – government and external
4.6	Duration of committee
4.7	Time commitment of committee members

4.1 The committee

Notes

The role of the committee is to work as a team to achieve the stated goal of a Worker Adjustment Committee, which is the reemployment or retraining of affected workers with the least disruption to their lives and earnings. In order to achieve this goal the chairperson and all committee members must work together while fulfilling their specific role and responsibilities.

4.2 The chairperson

The prime responsibility of the chairperson is to oversee and guide committee discussion in a manner that will enable the parties to plan and implement an adjustment program. This requires the development of a cohesiveness that will encourage all committee members to work together. The ability of the chairperson to foster co-operative discussion in a situation that may be tense, or potentially hostile, is essential if the committee is to be successful.

With the assistance of government consultants the chairperson is also responsible for ensuring that the following functions are carried out.

➤ The general conduct of the meeting including calling meetings, providing agenda, ensuring a suitable location.

SECTION 4: ROLE AND RESPONSIBILITY OF COMMITTEE CHAIRPERSON AND MEMBERS

Notes	
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- ➤ Ensuring that consistent minutes are taken at each meeting. The chairperson may take minutes, have a member act as recording secretary or provide secretarial staff.
- Oversee administrative procedures such as the distribution of agenda, minutes, reports, correspondence, etc.
- Work with the Labour Adjustment Services Consultant to ensure that contracts entered into are properly constructed and approved.
- ➤ Work with Labour Adjustment Services and Industry, Training and Employment Services consultants to ensure accurate financial records and the production of required financial reports and claims.
- ➤ Assist with the production and distribution of required reports including the final report.
- Act as committee spokesperson. (See Section 4.3)

4.3 Committee spokesperson

Normally the chairperson will act as spokesperson for the committee. If the chairperson is a government consultant or if it is the will of the committee an alternate spokesperson from management or labour may be named. The designated spokesperson will make all public statements on behalf of the committee and respond to all media enquiries.

Notes

While a designated spokesperson must be prepared to respond to questions regarding all aspects of the committee's work the responsibility for a detailed response to a specific question may be passed to a committee member, such as the chairperson of an applicable subcommittee.

4.4 Role of committee members

Committee members have the most important role in the actual adjustment process. They are the decision-makers. They must decide the best means by which to achieve the reemployment of affected workers within the life of the committee. They must decide whether they will be involved in all aspects of the adjustment process or whether they will act as a co-ordinating body between community experts and the employees.

The committee has a wealth of knowledge and experience regarding the workplace, the industry, the community and the employees. Committee members should trust and build on that collective experience and knowledge and not underestimate their power to develop and carry out an effective plan. The committee must be able to identify employee concerns, develop effective responses and put those responses into action.

The responsibilities of committee members include the following that will be developed in more detail in Sections 7 through 10.

SECTION 4: ROLE AND RESPONSIBILITY OF COMMITTEE CHAIRPERSON AND MEMBERS

Notes	Be an advocate for the committee and build worker acceptance.
	Define issues and objectives as seen by those they
	represent.
	Establish good communications with all employees as
	described in Section 7.
	Develop an action plan to assist employees as
	described in Section 8.
	With the assistance of the Labour Adjustment
	Services Consultant identify available resources.
	➤ Ensure delivery of required services in a manner that
	meets employees' needs as detailed in Section 9.
	Evaluate activities to determine if the action plan is
	meeting its objectives as described in Section 10.
	Modify the action plan when necessary.
	 Deal with workplace rumours and misinformation.
	Dear with workplace fullours and misimormation.
	4.5 Consultants – government and external
	The roles and responsibilities of Labour Adjustment
	Services and other government consultants in the work of the
	committee were described in Sections 3.6 and 3.7 while the role
	and responsibilities of hired Employment Co-ordinators and/or
	Labour Market Consultants will be dealt with in Section 9. While
	hired consultants bring expertise and experience to committee
	deliberations it must be remembered that final responsibility for
	actions of the committee rests with its members.

4.6 Duration of the committee

the time period over which the layoffs will occur.

established in the Charter Document and is determined by factors such as available lead-time, the number of employees affected and

The established duration of the committee will be reviewed prior to its completion and adjusted as necessary to meet existing circumstances.

The anticipated duration of the committee will be

Time commitment of committee members 4.7

Committee meetings are usually held during working hours and generally last 1 to 2 hours.

> The number and frequency of meetings will be determined by the particular situation. However, in most cases the work of the committee will be "front end." At the beginning when the action plan is being developed meetings may be required once a week. Once the adjustment program is established committee meetings may taper off to once a month with additional meetings called if required to deal with specific situations.

Section 5: ALTERNATIVES TO CLOSURE OR DOWNSIZING

5.1	First task is the adjustment plan
5.2	Assessing possible alternatives
5.3	Closure and its alternatives
5.4	Workforce adjustment and its alternatives
5 5	Focus

Notes

5.1 First task is the adjustment plan

The first and foremost task of the committee is to develop and implement an adjustment plan to deal with the announced closure or downsizing. This must proceed even if an investigation into possible alternatives is in progress. The announced closure or downsizing is the existing reality and the committee must face that fact and act accordingly.

Sometimes denial will cloud people's judgement.

Committee members must ensure that this does not happen. They must keep focused on the task of developing an adjustment plan while hoping that it may not be needed.

5.2 Assessing possible alternatives

The announcement of a closure or downsizing frequently causes discussion regarding possible alternatives even though it can be assumed that the employer has exhausted all alternatives known to them. Depending on the situation the committee may seek information regarding alternatives already explored and the reasons for their rejection. With this information the committee may then seek advice regarding the complex task of re-evaluating rejected alternatives or exploring new ones.

Possible alternatives may include the following.

employee buy-out

SECTION 5: ALTERNATIVES TO CLOSURE OR DOWNSIZING

> job sharing **Notes** new investors restructuring within the existing business retooling for a more profitable product line purchase by another business 5.3 Closure and its alternatives Understanding the cause of the closure is critical to deciding what alternatives are potentially available for committee analysis. Company representatives are the best source of information regarding the reason for the planned closure that may be one of the following. ➤ Bankruptcy due to cash flow or management problems. Recession or other market specific slowdown. Product line no longer in demand. Corporate restructuring causing closure of a plant. Retirement of the owner. Only with a clear understanding of the reason for the closure can a committee consider whether or not all feasible alternatives have been pursued. If company representatives are unable to provide the required information the committee may consider retaining an outside financial consultant to provide an expert opinion and

SECTION 5: ALTERNATIVES TO CLOSURE OR DOWNSIZING

analysis of the potential for alternative action. This step is can and requires the co-operation of company management but, undertaken, it can assist the committee in determining wheth not there may be a feasible alternative.	if
5.4 Workforce reduction and its alternative	es
Workforce reduction, or layoffs without closure, may	y be
undertaken for a number of reasons including the following.	
Reduction in demand for a product or service	es.
Discontinuation of a product or service.	
 Technological advance making certain emplo 	pyment
categories redundant.	
Consolidation of multiple work sites.	
When faced with the need to reduce its workforce, the	nere are
a number of options that may be considered. The Labour	
Adjustment Services Consultant can provide advice regarding	10
employer initiated alternatives and Service Canada should b	
consulted regarding programs under its jurisdiction.	
consumed regulating programs under its jurisdiction.	
5.5 Maintain focus	
Throughout any consideration of possible alternative	es the

committee must not abandon its primary focus on the development

SECTION 5: ALTERNATIVES TO CLOSURE OR DOWNSIZING

Notes	and implementation of an adjustment plan to deal with the initial action announced by the employer.
	It is far better to have developed a plan that is not needed than to suddenly need a plan that has not been developed.

Section 6: COMMITTEE MEETINGS

6.1	Keys to an effective meeting
6.2	Minutes
6.3	Confidentiality
Appendix A	Sample Agenda
Appendix B	Conflict Management Approache
Appendix C	Sample Minutes

6.1 Keys to an effective meeting

An effective meeting involves four key elements. The chairperson is expected to control these elements but the conduct of committee members will determine the extent to which that control can be exercised. All committee members should make every effort to help keep the meeting on-topic and effective. When this is done more can be accomplished in less time. The four key elements are as follows.

- 1. The meeting must have purpose and defined objectives.

 The plan for the meeting is reflected in an agenda that should be distributed and followed. A sample agenda is given in Appendix A to this section.
- 2. The meeting must be "called to order" on time and there must be a clear start to get it going. It is often helpful if the meeting starts on a positive note with good news.
- 3. The meeting must stay "on track." All discussion must be kept on the topic under consideration. If time limits for discussion have been set by the agenda they should be adhered to. Committee members can assist the chairperson by:
 - ensuring that comments are brief and to the point, not entering into conversations with other members during committee discussion, and

Notes

SECTION 6: COMMITTEE MEETINGS

Notes

- directing all comments to the chairperson and not to other members of the committee.
- 4. There must be agreement on action. Discussion must be brought to a conclusion and agreement reached as to what will be done, when, how, where and by whom. Once agreement has been reached, all committee members, no matter what their position during discussion, are expected to support the collective decision of the committee.

The most effective meeting is one that promotes an interchange of ideas, encourages input from all members and then arrives at a conclusion based on consensus. How consensus is achieved will vary with the style of the chairperson, the purpose of the meeting or the topics under discussion. Appendix B to this section outlines conflict management approaches that can assist in bringing contentious issues to a conclusion.

As noted previously, government representatives take part in discussions, offer advice and guidance and control the delivery of programs under their jurisdiction but they do not have a vote in formal committee decisions.

6.2 Minutes

Minutes are the official record of what happened during a meeting and the decisions that were made. They provide a record of who was given specific tasks and the details of those tasks. As an official record they must be accurate and complete. They are not a word-for-word record of the meeting but they should report important points of discussion or debate and must record all decisions.

Minutes constitute the authority for individuals to undertake activities, for money to be expended or other action to be taken. Therefore they must include details of proposals, recommendations, reports and undertakings complete with financial estimates or agreed costs.

Minutes do not contain confidential information.

Discussion of confidential matter may be referred to generally or it may be reported that the committee went "in camera."

There are several different styles for minutes but they should contain the following no matter what the style.

- > Date and location of the meeting.
- Names of all who are in attendance.
- Approval of previous minutes including any required corrections.
- > Business arising from the previous minutes.
- Receipt of subcommittees/consultants reports.
- Financial reports.

Notes

SECTION 6: COMMITTEE MEETINGS

Notes	New business discussed.Date and location of next meeting.
	Minutes are also a means of communication and may be posted or made available for all workers to see.
	Sample minutes are provided as Appendix C to this section.
	6.3 Confidentiality
	The committee will decide what information under discussion will remain confidential and all members must observe strict confidentiality. The leaking of confidential information causes rumours and undermines the ability of committee members to work together constructively.
	All committee members share a responsibility to pass information to co-workers but they should remember that the chairperson or designated spokesperson is the only one who should speak to the press or make public statements.

Appendix A	Sample Agenda	Notes
Appendix B	Conflict Management Approaches	
Appendix C	Sample Minutes	

ABC COMPANY LIMITED WORKER ADJUSTMENT COMMITTEE

Meeting No. 2 THURSDAY, MARCH 20, 2012 12:00 P.M. 123 Anywhere St. Winnipeg

AGENDA

1) AGENDA FOR MEETING #2– REVIEW AND A	()	AGENDA FO	OK MEETING	#2– REVIEW	' AND A	PPKOVE
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- 2) MINUTES OF MEETING #1- REVIEW AND APPROVE
- 3) UPDATE ON CLOSURE/LAY-OFF
- 4) LABOUR MARKET CONSULTANT REPORT
- 5) REVIEW OF ACTION ITEMS
- 6) OTHER BUSINESS
- 7) NEXT MEETING DATE

CONFLICT MANAGEMENT APPROACHES

There are five types of conflict management styles. These include competing, avoiding/delaying, accommodating, compromise and collaborating.

The style that is most effective for adjustment committees is the collaborative style, sometimes called the "win-win" style. Collaborating refers to the situation where both parties are working together to come up with a solution to a problem that will result in both parties being satisfied with the outcome. This approach tends to look under the surface of the conflict to try to understand the roots of it, and the other's position. This will allow both parties to come up with new and creative solutions for the adjustment situation.

Collaboration is co-operative in nature, but also assertive. The emphasis in this mode is for the conflicting parties to work together to come up with solutions that meets the needs or goals of both parties. Therefore a collaborative approach, if successful, should result in a "win-win" situation for both parties.

Often the collaborative approach results in very creative solutions, since this "problem- solving approach" is the only way that both parties can be able to meet the needs addressed. The process may involve in-depth discussions of the problem, analysis, etc., and a great deal of communication between the conflicting parties.

Benefits

- If successful, both parties will be pleased with the outcome
- Can have the effect of building a "team-sense"
- Can result in very creative solutions which will benefit the adjustment committee
- ➤ Enhances the relationship between the parties through increased listening, communications and mutual respect.

Drawbacks

- Can be time-consuming and require efforts on both sides
- Will not succeed if either party insists on using power (competition) to deal with conflict
- Requires both parties to have some basic communication skills and be willing to use them

When to Use

- When team-building is a high priority
- ➤ When there is a high commitment to your goals and there is a strong commitment to the relationship with the other party
- > Where conflict situations are used to find creative solutions

.

When Not to Use

- When a decision is needed immediately and there is not enough time to work in a collaborative way
- ➤ When one party insists on using a competitive solution based on power to enforce their goal
- > Where the importance of the conflict issue is small and the time for collaboration is not justified.

Collaborating management style encourages a type of meeting called "interchange". In this form of meeting the chair along with the employer and employee reps. discuss and develop solutions for the adjustment process. Discussion flows between all participants and is not dominated by the chair. In the worker adjustment committee process, the consultants from Labour Adjustment Services participate in the discussion, offer advice and guidance, but do not have a voice in final committee decisions.

ABC COMPANY LIMITED WORKER ADJUSTMENT COMMITTEE

MEETING #1

Meeting held on Thursday, March 6, 2012 at 9:00 a.m. at ABC Company Limited at 123 Anywhere St., Winnipeg.

Present:
Mary Bugle
Jack Diamond
John Smith
Denise Winter
Jane Snow, Labour Market Consultant
Maria Helpful, Manitoba Growth, Enterprise and Trade
Andrea Round, Manitoba Education and Training

1. AGENDA:

The agenda was reviewed and accepted as written.

2. MINUTES:

The minutes were reviewed and accepted as written.

3. UPDATE ON CLOSURE/LAY-OFF

- ➤ 15 Salaried terminated, another 10 before May 15, 2012
- 20 Hourly terminated, another 15 before May 15, 2012
- > 5 Hourly resigned this week going to new jobs

4. LABOUR MARKET CONSULTANT REPORT

Jane provided the following report:

- Preparing another newsletter for circulation.
 - Newsletter to be put out monthly at the beginning of each month.
 - ➤ A question and answer area to be added for the employees.
 - ➤ Career transition service to all personnel starting immediately.
 - Need to communicate to all employees that the WAC is only available until August 31, 2012.
 - ➤ El people coming in with El applications on March 10/03
 - ➤ El applications to be completed and picked up on March 17/03.

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5. OTHER BUSINESS

No other business to report.

6. NEXT MEETING DATE

The next meeting has been set for Thursday, March 20 2012 at 9:00 at ABC Company Limited, 123 Anywhere Street.

Action Items:

	WHO	WHAT	BY WHEN	COMPLETE
1	Jane	Prepare newsletter – submit		
	Snow	to committee members for	March 27/12	
		review prior to mailing		

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Section 7: COMMUNICATION

7.1	Communication Strategy
7.2	First meeting with employees
7.3	Employee to committee communication
7.4	Committee to employee communication

Notes

7.1 Communication strategy

Communication between the committee and employees is crucial to the success of an adjustment program. Effective, ongoing, two-way communication between the committee and all affected employees must be established immediately. The committee cannot adequately respond to the needs and concerns of the employees if it does not know exactly what those needs and concerns are. Employees cannot take advantage of opportunities provided by the committee unless they know what programs are being offered and how to take advantage of them.

Face-to-face "town hall" meetings are the best means of establishing communication. With the co-operation of the employer these are most effective when held during working hours. The number of meetings held will depend on the particular work situation but they should be held as many times and in as many locations as necessary to allow all employees to attend.

7.2 First meeting with employees

The first meeting with employees is very important. Good communication established at this meeting will ensure a high level of interest, trust and general co-operation with committee plans. If workers are unreceptive at the first meeting it will be difficult to regain their interest. The committee chairperson should conduct the meeting. If that is not possible an employee representative

Worker Adjustment Committee Handbook

SECTION 7: COMMUNICATION

Notes	should assume the responsibility. If a language problem exists for some employees a translator should be present to ensure that everyone understands what is said.	
	The agenda for the first meeting will vary with circumstances but consideration should be given to the following. Information regarding the planned workforce adjustment or closure that is as complete, accurate and as up-to-date as possible. This will help to dispel rumours. Explanation of the purpose of the Worker Adjustment Committee. Explanation as to how the committee will operate. Introduction of employee representatives. Employer representatives should be named and may be present but the focus is on the employees' representatives. Assurance of confidentiality. An explanation of the need for communication. Establishment of the means by which workers can communicate with the committee. (See Section 7.3) Details of the means by which the committee plans to communicate with workers. (See Section 7.4) Encouragement of employee response by providing adequate time for questions and concerns. A reminder of the destructive nature of rumour and encouragement to avoid passing on unconfirmed information.	

The meeting should end on a positive note emphasizing that the purpose of the committee is to serve their needs and to minimize disruption to their lives.

7.3 Employee to committee communication

The committee must provide as many ways as possible for employees to communicate with the committee in a comfortable manner throughout the adjustment process. Most communication between employees and their representatives will be face-to-face spoken comments. Provision must be made for both private and public comments. When direct contact is difficult due to multiple work sites and/or shifts various means of communication must be provided.

Suggestions to facilitate employee communication with their representatives include the following.

- ➤ Provide all employees with personal contact information for their representatives.
- ➤ If there are several lunchrooms, employee representatives might visit them in rotation as often as possible.
- Representatives may visit with employees in afterwork gathering places.
- Union representatives should encourage feedback and comment directly to the committee or indirectly through the union.

Notes

SECTION 7: COMMUNICATION

A question/comment box or telephone answering machine may be provided.	
To ensure the continuation of established communication confidentiality must not only be promised, it must be provided.	
Emotions can run high during workforce adjustment and committee members may receive strongly worded aggressive or hostile comments. Such comments should not be taken as a personal attack but neither should they be completely disregarded. Hostile comments often indicate a need that is being expressed inappropriately.	
7.4 Committee to employee communication	
It is also essential that the committee establish and maintain adequate communication with employees. Techniques for adequate communication with the workforce will depend on many local circumstances but may include the following. Establish a location where current information is always available. This may be one or more notice boards located where they are easily available to workers. If language is a concern written information should be provided in all applicable languages. 	

Notas

- ➤ Hold regular meetings to update employees on the work of the committee. Adequate notice of meetings must be given and an agenda posted.
- Take advantage of existing lines of communication such as team meetings, union meetings, bulletin boards, company and union newsletters, etc.
- Establish a committee newsletter. A newsletter is an excellent means for getting contact information not only to the employee but also into the home and into the hands of employee families. If utilized it must be regular, accurate, and positive. It may contain all types of information including the dates of informational meetings, services being provided, news of successful reemployments or retraining and new initiatives being planned.



Section 8: DESIGNING ACTION PLANS

8.1	What is an Action Plan?
8.2	Service delivery models
8.3	How to start
8.4	Employee survey
8.5	General skills inventory
8.6	Prospective employers
8.7	Limit of involvement
8.8	Delivery of services
Appendix A	Sample Action Plan
Appendix B	Sample Employee Needs Survey
Appendix C	Sample Letter to Prospective Employers
Appendix D	Sample Ad

8.1 What is an Action Plan?

An Action Plan is exactly that, a plan of actions needed to achieve the goal of reemployment with uninterrupted earnings. It is a carefully considered plan to be followed in order to:

- 1. obtain the information needed to determine what services are required,
- 2. decide which of those services can be provided in an effective and timely manner and
- determine the manner in which those services will be delivered.

An Action Plan must be flexible enough to be changed if required by new information, changed circumstances or other considerations. However, it should only be changed when necessary to improve the delivery of services. Frequent or unnecessary changes to an Action Plan will cause confusion.

Following is information on various aspects of an Action Plan and a sample plan is provided in Appendix A to this Section.

8.2 Service delivery models

Depending on the number of workers affected, available funding, utilization of external assistance (see Section 9) and other unique circumstances the Action Plan may utilize one, or a combination of, the following delivery models. These models are

Notes

SECTION 8: DESIGNING ACTION PLANS

Notes	based on the primary location for the operation of the committee and the delivery of services.	
	1. A plant based service operating within the employer's	
	premises.	
	2. A union based service utilizing union premises and	
	services.	
	3. A "store front" operation utilizing leased commercial	
	space.	
	4. Utilization of available government space.	
	The Labour Adjustment Services Consultant will provide	
	advice concerning a delivery model most suitable for the	
	existing situation.	
	8.3 How to start	
	The creation of an Action Plan should begin immediately,	
	as the sooner the process starts after the announced closure or	
	layoff, the better the results will be. The time prior to closure or	
	layoffs must be used to the benefit of employees. Do not delay or	
	reduce attention to an Action Plan because an alternative to the	
	layoff is being considered. Keep all options open but ensure	
	required services are being identified and plans made for their	
	delivery.	
	The committee should draw on its collective knowledge of	
	the workers' skills and needs together with industry and	

community resources. Government consultants will recommend services and resources that have worked well for other committees.	Notes
When put together this will provide all that is needed to develop an effective Action Plan.	
8.4 Employee survey	
The quickest and most efficient way to determine employee	
needs is to conduct an employee survey. A well-constructed	
survey is the first step in initiating communication from employees	
to the committee. It is also the basis for an effective Action Plan	
as it provides the information needed to determine assistance that	
is required and the order in which it should be delivered.	
The Labour Adjustment Services Consultant will provide a	
questionnaire that may be used without change or modified as	
required. The survey used may provide information on the	
following.	
Employee personal contact information.	
Education level.	
Skills acquired and documented by trade papers, etc.	
Skills not documented with specific qualifications	
including language skills.	
Work experience.	
➤ Work desired.	
Training desired.	

SECTION 8: DESIGNING ACTION PLANS

> Services desired including resume writing, job search **Notes** and job interview skills. > Information desired including Employment Insurance, Canada Pension Plan, Old Age Security and retirement pension benefits. Personal, financial or family counselling requested. It is critical that all employees receive, complete and return a questionnaire. If the survey process is incomplete the services provided may also be incomplete. The first step in complete response is complete distribution. The method by which the survey is distributed will depend on local circumstances. It can be: mailed. provided with pay cheques, handed out at work, or completed in one-on-one sessions. The last method yields the best results but is the most time consuming. Any other distribution requires collection points and repeated calls for the completed forms. The distribution of bulk questionnaires passed through a chain of supervisors is not recommended as it provides no guarantee that all workers will receive a copy. A sample employee survey is given in Appendix B to this section.

Notes

8.5 General skills inventory

From the survey results a summary of existing employee skills, or general skill inventory, can be created to help identify prospective new employers. This inventory should list all employee skills with sub-categories given for those with licensed or documented levels of qualification or achievement. Employees should be listed under the highest skill level they have achieved.

8.6 Prospective employers

When a general skills inventory of the affected workers has been prepared a list of prospective employers can be developed. Here the employer representatives can play a key role. The list may be developed from the company's business relationships, labour market information provided by Manitoba Education and Training, Service Canada, Chamber of Commerce listings, trade/sector associations and union affiliations, etc. The list should include the names and contact information for the individuals within those organizations who are responsible for Human Resources.

When the list is complete a letter can be drafted to those employers most likely to need the skills of the workers facing layoff. The letter should be directed to the general manager, plant manager or human resources manager. The letter should include the following information.

SECTION 8: DESIGNING ACTION PLANS

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Notes	

- Anticipated date of layoffs and availability of workers.
- ➤ The general profile and skills inventory of affected workers.
- ➤ The name of the individual who will make personal contact to discuss possible employment opportunities.

The mailing of letters should be timed so that the individuals making personal contacts can do so within two weeks. The personal contact should be kept to a simple "Can you help?" approach. A sample letter is provided as Appendix C to this section.

Public service announcements on radio and television or in local newspapers provide another possible option to announce the availability of employees. If a suitable local trade newsletter is available it may be utilized.

8.7 Limit of involvement

A member of the committee or contracted employment coordinator can find job opportunities and refer workers. The employment co-ordinator may arrange an interview but that is usually done directly between the prospective employer and the worker. An offer of employment will be made directly by the new employer to the worker who, on acceptance of the position, must notify the committee so that accurate records can be maintained.

The committee can proportunities by assisting with instruction in job interview standard a new position by arranging to position earlier than expected	Notes	
8.8 Delivery of serv	ices	
	on determining services required, which they may be delivered is manual.	
Appendix A	Sample Action Plan	
Appendix B	Sample Employee Needs survey	
Appendix C	Sample Letter to Prospective Employers	

ABC COMPANY LIMITED EMPLOYEE ADJUSTMENT COMMITTEE – ACTION PLAN

ACTIVITY	TIMING
Organizational meeting	March 6, 2012
Contract with labour	March 10, 2012
market consultant	
Arrange office space	
	nly if applicable
Consultant to distribute	March 20, 2012
employee survey	
Committee Meeting	March 20, 2012
Town Hall Informational	March 25, 2012
meeting for all	
employees	

ABC COMPANY LIMITED EMPLOYEE ADJUSTMENT COMMITTEE

EMPLOYEE SURVEY FORM

This survey will be used by your committee to provide the services you need to become re-employed. Please help us by filling in all the spaces you can. If you need help to complete the form, contact a committee member. Please return your completed survey to a committee member.

Name:			<u>.</u>	· · · · · · · · · · · · · · · · · · ·
	_ first last			
Social Ins	Social Insurance Number: Employee Number:			
Address:				
	street address	town/province	postal code	
Home ph	Home phone number: Phone number for messages:			
	ENT EMPLOYMENT		Seniority Date _	
			Employed from 19 to 20	
Job Title Duties				
	eck if you would be willing	to work at a similar job.		
		·		
WHAT	OTHER TYPES OF V	VORK WOULD YOU LI	KE?	
		Possible Employer :	·	
	Please check one: I would			
		☐ be able to do this job wit	hout any extra training.	
		need on the job training	to do this job.	
		need a course or upgrad	ing to do this job.	
		need some help to find o	ut whether or not I may need some	
		training to do this job.		
,	Job:	Possible Employer:	🗆	
	Please check one: I would			
		□ be able to do this job wit	hout any extra training.	
		need on the job training	to do this job.	
		need a course or upgrad	ing to do this job.	
		need some help to find o	ut whether or not I may need some	
		training to do this job.		
WHEN V	VOULD YOU LIKE TO ST	TART A NEW JOB?		
			TS () MOVE FOR A NEW JOB	
PREVI	OUS EMPLOYMENT	1		
Company	y Name	Con	npany Name	
From 19_	To	From From	m 19 To	
Job Title		Job	Title	
Duties _		Du	ties	

ABC Company Limited to Close Winnipeg Plant

This manufacturing facility will cease operations on April 30, 2012 after over 25 years of continuous operation. The Company has past offshore export sales history, adopted lean manufacturing initiatives and long standing relationships with key suppliers. This closure will leaves 75 skilled long-serving employees out of work and seeking alternate employment.

The ABC Company Limited Employee Adjustment Committee, mandated to assist employees through the employment transition process, is asking for your assistance to help us tap the hidden job market by obtaining direct employment opportunity information from the source.

Here is an overview of our dedicated and skilled employees:

<u>Hourly Employees</u>	Salaried Employees	
Distribution Personnel: 8 Production Machine Operators 18 Quality Assurance Personnel: 8 Maintenance Support Personnel: 4 Industrial Journeyman Mechanics: 5 Industrial Journeyman Machinists: 1 Industrial Journeyman Electricians: 4	Accountants: Administrators: Engineers: Facilitators & Supervisors: Department Managers: Draftsperson: Plant Manager: Production Schedulers: Technicians: Training Co-ordinator:	1 5 2 8 4 1 1 2 2

If you have or anticipate a need in your organizations for people with the above mentioned skill sets, we would appreciate that you:

- Contact by phone or email either of the contact names mentioned below as soon as possible. We would be pleased to discuss your human resource needs and help determine if our people could fit your requirements.
- **2.** Provide your company contact information and a brief description of the position available. Your job opportunity will be provided to our personnel through our Committee newsletter.

THANK YOU!

CONTACT:

Jane Snow, Co-ordinator ABC Company Limited Employee Adjustment Committee

Phone: (204) 555-1234 Fax: (204) 555-4567

Email: jsnow@abccompany.com

Section 9: DELIVERING SERVICES

9.1	Needed services and their priority
9.2	Determining who will deliver services
9.3	Hiring outside experience
9.4	Role of Labour Market Consultants / Co-ordinators
9.5	Use of existing resources
9.6	Determining when to deliver services
9.7	Physical location for the delivery of services
9.8	Keeping track
Appendix A	Job Description, Labour Market Consultant /
	Co-ordinator
Appendix B	Sample Case Management Report
Appendix C	Statistical Summary

9.1 **Needed services and their priority Notes** As discussed in Section 8, an Employee Needs Survey will identify the services that are needed and suggest the priority for their delivery. Services that may need to be provided, either directly or by referral, include the following. severance pay and benefits career counselling \triangleright resume writing job search skills job search clubs letters of reference information on training options, including apprenticeship or technical training **Prior Learning Assessment** upgrading of skills financial planning stress counselling \triangleright personal and family counselling **Employment Insurance information** general retirement information pension information including company pension, Canada Pension Plan and Old Age Security

SECTION 9: DELIVERING SERVICES

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9.2 Determining who will deliver services

When the required services and their priority have been established the committee must decide the best way for each of them to be delivered. There are three general ways for services to be delivered depending on circumstances, the number of workers to be served and financial arrangements that have been negotiated.

- The committee may be able to utilize expertise
 existing in the workplace and the assistance of
 various government departments together with
 community and/or employee organization resources
 to provide all needed services.
- 2. The committee may provide most of the required services but hire experienced assistance to provide one or two specific needs.
- The committee may hire a Labour Market Consultant and/or an Employment Co-ordinator to provide all services related to helping workers find new employment.

Administrative assistance may be hired to support any of the above options.

When deciding which option to follow the committee must take into account financial arrangements provided by the Charter Document and consider each of the following possibilities.

➤ Does the expertise required to deliver the service exist on the committee or in the workplace? If so, is the

use of that expertise the best and most efficient way	
to deliver the service?	

- Which of the services will be delivered by government agencies such as Manitoba Education and Training and Service Canada? Information sessions on programs and services provided by government agencies (e.g. employment services, Employment Insurance and Canada Pension Plan) are best provided by representatives of those agencies.
- ➤ What agencies exist in the community that may be able to provide the service? Which of those agencies provide services free and which will charge a fee?
- ➤ Which of the required services will need to be delivered by experienced consultants under contract to the committee?

9.3 Hiring outside experience

When a decision is made to hire outside expertise the Labour Adjustment Services Consultant will assist by:

- identifying suitable individuals or organizations, to be considered along with any named by management and/or the employees,
- identifying selection criteria,
- > assisting with the selection and
- > preparing a fee-for-service contract.

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N	otes

Worker Adjustment Committee Handb

SECTION 9: DELIVERING SERVICES

Notes	9.4 Role of Labour Market Consultants / Co-ordinators
	A sample job description for Labour Market
	Consultants/Co-ordinators is provided in Appendix A to this Section.
	9.5 Use of existing resources
	Whether or not a Labour Market Consultant or
	Employment Co-ordinator is employed, the committee should
	make use of services already available in the community.
	Following are some examples.
	Employment Centres operated throughout the
	province by Manitoba Education and Training offer a
	wide variety of employment related information and
	services.
	Service Canada centres offer a wide variety of
	services.The existence of a local job finding club may mean
	that there is no need to create one.
	 Some unions have expertise and programs that can be
	made available to workers.
	The provision of personal, financial or other
	counselling may be available through an Employee
	Assistance Plan if one is in place.
	— Tissistance i fan it one is in place.
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Notes

The employer or employee associations/union	
	often provide expert seminars that explore all aspects
	of retirement

The Labour Adjustment Services Consultant will assist in the identification and evaluation of existing resources.

9.6 Deciding when to deliver services

The timing of the delivery of service is based on the number of individuals requesting the service, the natural sequence in the job search process and possible "windows of opportunity" associated with some services.

Popular sessions should be provided at various times over a period of time to accommodate varying availability. The more fundamental the service required the earlier in the adjustment process these sessions should be held. The natural sequence of services simply means that most people will require resume writing assistance before job interview skills instruction. Career counselling is required before discussing possible retraining.

Some options open to employees may have limited "windows of opportunity." If an early retirement option is being offered with an application deadline then all services related to retirement and pensions must be held early enough in the process

SECTION 9: DELIVERING SERVICES

Notes	so that individuals have time to consider the information and their possible options prior to the deadline.
	9.7 Physical location for the delivery of services
	There are a number of factors that affect where services are delivered. Some services, such as the provision of Employment Insurance information, can be given to fairly large audiences. Others, such as instruction in resume writing, should be given to small groups. Some, such as personal counselling, are one-on-one situations. Some services will only be of interest to the employee, while some, like retirement planning, general stress counselling or financial counselling should be open to spouses.
	Location is important. Participation tends to be highest when the service is provided on-site. A decision on location will take into account the type of service, the size of the room required, visual and other aids to be used, the length of the session and the session provider.
	Personal counselling is best done off-site where anonymity is possible. Information sessions provided by government representatives may be given on-site if a significant number of employees have requested the information and a suitable room is available. If only one or two individuals request the information they may be required to go to a department office.

For group sessions seating should be as comfortable as possible. A suitable sound system must be provided and the location must be away from noise that will be a distraction or limit ability to hear the presenter.	Notes
If no suitable large group accommodation is available on- site the committee should investigate the use of Employment Centres, other government offices or local suitable meeting sites.	
9.8 Keeping track	
Counsellors meeting employees one-on-one or conducting	
sessions should be required, as a condition of their contract, to	
report the number of people to whom they have delivered services.	
A careful record must be maintained of employees who	
choose retirement, obtain new employment, undertake retraining or	
in any other way can be identified as having been adjusted.	
A regularly updated Case Management Report will provide	

Section.

the committee with up-to-date information regarding the execution

of its Action Plan. A sample Case Management Report and

Statistical Summary are provided as Appendix B and C to this

SECTION 9: DELIVERING SERVICES

Notes	Appendix A	Job Description, Labour Market Consultant / Co-ordinator
	Appendix B	Sample Case Management Report
	Appendix C	Statistical Summary

LABOUR MARKET CONSULTANT/CO-ORDINATOR JOB DESCRIPTION

The services to be provided by the Committee are as follows:

- Carry out and oversee participants Skills and Needs Survey.
- Schedule the delivery of group information sessions for participants.
- Co-ordinates and delivers specific job search, career and interview skilltraining workshops/seminars for participants.
- Provides one-to-one consultation/career counseling to identify barriers to employment and assist participants to develop job readiness skills and job search strategies.
- Works directly with participants in the preparation or updating of resumes.
- Develops skill-based training opportunities for participants and possible sources of funding.
- Works with participants in matching skills with re-training options including self-employment opportunities.
- Collects labour market information for participants regarding job openings, skill requirements and other occupational information.
- Provide job placement assistance job leads and career opportunity to all participants.
- Provide ongoing personal support and labour adjustment advocacy by handling basic concerns and issues of participants and if necessary refer participants to the appropriate Community Service Organization for further assistance.
- Maintain a liaison with the Manager(s) of the appropriate Employment Centre and Service Canada Centre of Canada, which is the focal point for delivery of provincial government employment and training services including counseling, testing, selection and referral to employment opportunities and training.
- Develops and distributes Committee newsletters to all participants.
- Maintain participant records on all services provided including training and educational activities, employment activities and update the Committee on the status of all participants at Committee meetings.
- Treats participant's information and activities strictly confidential.

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ABC COMPANY LIMITED EMPLOYEE ADJUSTMENT COMMITTEE CASE MANAGEMENT REPORT

Emp. #	Status Active (A) or Non- Active (NA)	Employed	In Training Program	Retired (R) or Workers Compen- sation (WCB)	Resume	Cover Letter	Job Search Assist- ance	Contacted	Comments
001	Α				Χ	Χ	Х	Х	
002	А				Χ	Х	Х	Х	
003		Χ			Χ	Х	Х	Х	
004	Α				Χ	Х	Х	Х	
005			Χ		-			Х	
006		Χ						Χ	
007	NA		Χ		Χ	Χ	Χ	Χ	
800	NA							Χ	
009				R				Χ	
010	Α				Χ	Χ	X	X	
011		Χ			Χ	Χ	X	Χ	
012	Α				Χ			X	
013	Α				Χ		X	Χ	
014				WCB				Χ	
015		Χ						X	
016	Α						X	X	
017	А				Χ		Χ	Χ	
018	А				X		X	Χ	
019	Α			R	Χ		Χ	Χ	
020	NA				-		-	Χ	
021	Α				X		X	Χ	
022	NA				ı		-	Χ	

ABC Company Limited Statistical Report

Status	March-12
Total Terminated	75
Active (Registered with Committee)	45
Employed (based on Actives only)	12
Self-Employed	3
In Training (based on Actives only)	6
Not Participating	30
% Participating	60%
% Adjusted (based on Actives only)	47%
% Not Adjusted (based on Actives only)	13%
% Not Participating	40%

Section 10: EVALUATION AND FINAL REPORT

10.1	Evaluating provision of services
10.2	Final Report
10.3	Approval and Distribution
Appendix A	Outline for a Final Report

Notes

10.1 Evaluating provision of services

As discussed in Section 9, when time permits the committee should monitor activity to ensure that services meet a need, are appropriate and are delivered effectively. Problems with location, timing or advance notification can be corrected and the number of sessions for a service reduced or increased as required to meet actual demand.

If it is determined that there is a problem with the performance of a service provider it should be discussed with that individual by, or in the presence of, the Labour Adjustment Services Consultant.

Final evaluation of the work of the committee will be based on the overall effectiveness of services that were delivered with emphasis on the percentage of employees who found new employment or were otherwise adjusted.

10.2 Final Report

When the committee has completed its mandate, its final statistical report can be considered its Final Report, however, in some circumstances, a committee may wish to prepare a more formal, detailed written accounting. If the committee chooses to have a formal written report prepared, the preparation will likely be the responsibility of the Labour Market Consultant/Co-ordinator.

SECTION 10: EVALUATION AND FINAL REPORT

Notes	The Labour Adjustment Services Consultant will assist the Labour Market Consultant/Co-ordinator if possible. An outline for a more formal Final Report is given in Appendix A to this Section.
	 The Final Report will require the following. The number of employees affected. Services provided. The number of employees successfully moved to new employment or otherwise adjusted.
	The Final Report may also include the following. The makeup of the committee. An account of the committee's mandate and activities. 10.3 Approval and Distribution
	The committee should approve the Final Report prior to printing and distribution. In addition to Labour Adjustment Services a copy must be provided to Industry, Training and Employment Services, Manitoba Education and Training.
	Further distribution will be determined in consultation with the Labour Adjustment Services Consultant.
	Appendix A Outline for a Final Report

OUTLINE FOR A FINAL REPORT

- 1.0 Executive Summary
- 2.0 Committee Background
- 3.0 Terms of Reference
- 4.0 Adjustment Services Provided
- 5.0 Results Achieved Measurable Outputs