



As we navigate through these uncertain times, many employers are faced with the challenge of planning for the future. Financial impacts of the current pandemic have led business owners to make tough decisions including restructuring teams and changing operations entirely. Leaders are now strategically looking to their people resources and considering aspects such as succession and workforce planning as the first step in preparing for an unforeseeable future. This month, we provide you with insights on how your organization can move forward with the right tools and strategies to effectively forecast your HR and workforce needs.

Have thoughts to share or questions around this topic? Reply to this email to get in touch.

- Sheenagh Beadell, *Partner, Chemistry Consulting Group*

Featured Blog: **Succession Planning for Business Continuity**



by Debra Walker, *Associate HR Consultant, Business Coach/People Strategist*
[Chemistry Consulting Group](#)

"COVID-19 has drawn a pretty clear picture for all of us that life can change fundamentally overnight. One day it is business as usual and then the apple cart is flipped, and life will never really be the same. This pandemic is just one crisis in what most businesses experience in a long chain of emergencies. But what a doozy it was - magnified by us all experiencing it at the same time. The current situation has definitely highlighted the need for effective succession planning and overall emergency preparedness for business continuity."

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Rethinking the Role of Human Resources in the Future of Work

by [Forbes Human Resources Council](#)

"The future of work is the liquid workforce, and as such, the role of human resources must evolve to meet today's challenges. Yet, many HR leaders are only engaged in areas related to their full-time workforce and aren't involved in the planning and management of the liquid workforce."

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Redrawing Your Succession Plans in a World Disrupted by COVID-19

by [Gallup Workplace](#)

"Solely focusing on emergency executive succession planning is shortsighted and not very different than "replacement planning." But retaining, developing and leveraging future talent is even more important than it was a quarter ago -- this is the time to redraft your succession planning process for maximal results."



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Developing a Succession Plan that Supports Diversity

by [HRCI](#)

"Today's smart companies understand that diverse leadership is far more than a mere public relations or morale boost. Executive teams with varied backgrounds, experiences and leadership styles offer critical advantages to businesses. But these dynamic teams don't build themselves, particularly in today's high-turnover labor market."

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Workforce Strategies for Post-COVID-19 Recovery

by [Harvard Business Review](#)

"The biggest challenge organizations will likely face in recovery is the tension between getting back to work and rethinking work as they embrace a new reality. How leaders and organizations handle the recovery may define their brands for years to come, and ultimately whether they are truly operating as a social enterprise."

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Tune In: Boosting Employee Morale in the Now of Work

**Human Resource
Executive**

Join industry expert Jason Averbook on Sept 23rd to learn what the digital workforce needs to create emotional investment in the new world of work.

[More Information](#)

UNEMPLOYMENT STATISTICS

LOCAL, PROVINCIAL, NATIONAL

'Employment Continues to Rebound in August'

"The number of Canadians who were employed but worked less than half their usual hours for reasons likely related to COVID-19 fell by 259,000 (-14.6%) in August."
Statistics Canada Labour Force Survey, August 2020

	JUNE 2020	JULY 2020	AUGUST 2020
VICTORIA	11.1%	11.2%	10.6%
VANCOUVER	13%	13.3%	12.9%
BRITISH COLUMBIA	13%	11.1%	10.7%
CALGARY	15.2%	15.3%	14.6%
ALBERTA	15.5%	12.8%	11.8%
CANADA	12.3%	10.9%	10.2%

HR Around the Globe



Responding to COVID-19. Ten Lessons from the World's HR Leaders [By Josh Bersin](#)

What Will Our Work Lives Look Like After COVID-19? [By HRD New Zealand](#)

Lessons Learned about Open Automation from the Pandemic [By Information Age \(London, UK\)](#)

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