

Manitoba Civil Service Commission

**Commission de la fonction publique du
Manitoba**

**Annual Report
2012-2013**

**Rapport annuel
2012-2013**



Civil Service Commission

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Commission de la fonction publique

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**MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT**

Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8

His Honour the Honourable Philip S. Lee, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba R3C 0V8

May It Please Your Honour:

I have the privilege of presenting the 95th annual report of the Manitoba Civil Service Commission for the period of April 1, 2012 to March 31, 2013.

Respectfully submitted,

Original signed by

Honourable Stan Struthers
Minister responsible for the Civil Service





**MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT**

Legislative Building
Winnipeg, Manitoba CANADA
R3C 0V8

Son Honneur l'honorable Philip S. Lee, C.M., O.M.
Lieutenant-gouverneur du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

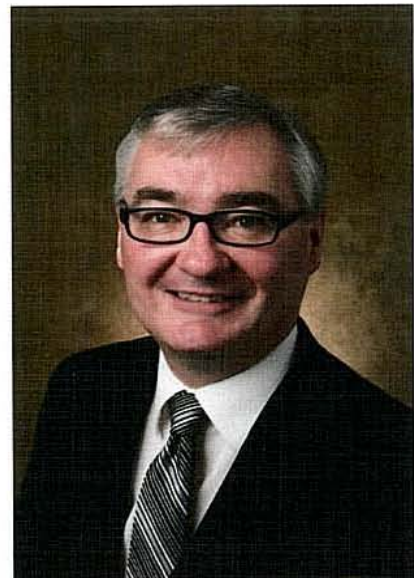
Monsieur le Lieutenant-gouverneur,

J'ai le privilège de vous soumettre le quatre-vingt-quinzième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1^{er} avril 2012 au 31 mars 2013.

Veillez agréer, Monsieur le lieutenant-gouverneur, l'expression de mes sentiments les plus respectueux.

Le ministre,

Original signé par
Stan Struthers





Honourable Stan Struthers
Minister responsible for the Civil Service
Room 103 Legislative Building
Winnipeg MB R3C 0V8

Dear Mr. Struthers:

In accordance with the provisions of *The Civil Service Act*, I am pleased to forward to you, in your role as Minister responsible for the Civil Service a copy of the 95th Annual Report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2012 to March 31, 2013 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

Original signed by

Shirley Delaquis
Chairperson, Civil Service Commission Board

Monsieur Stan Struthers
Ministre responsable de la Fonction publique
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-quinzième rapport annuel de la Commission de la fonction publique du Manitoba, que je vous prie de recevoir dans le cadre de vos fonctions à titre de ministre responsable de la fonction publique.

Le rapport couvre la période allant du 1^{er} avril 2012 au 31 mars 2013 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de mes sentiments les meilleurs.

La présidente du Conseil de la Commission de la fonction publique,

Original signé par
Shirley Delaquis



Civil Service Commission

Office of the Civil Service Commissioner
935 – 155 Carlton Street
Winnipeg, MB R3C 3H8

Ms Shirley Delaquis
Chairperson
Civil Service Commission Board

Dear Ms Delaquis:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period April 1, 2012 to March 31, 2013. This has been an exciting and dynamic year for the Civil Service Commission as we continue to streamline and enhance service delivery through various human resource realignment projects.

We are proud that the Manitoba government was again presented with two prestigious awards. First, the Manitoba government was named one of Manitoba's Top Employers for 2013. This distinction recognizes Manitoba employers that lead their industries in offering exceptional places to work. Only 25 Manitoba employers received this acknowledgement. The Manitoba government was also recognized as one of Canada's Best Diversity Employers for 2013. This distinction recognizes employers across Canada that have designed and successfully implemented exceptional workplace diversity and inclusiveness programs. From more than 3,250 applicants, only 55 organizations across Canada were selected to receive this honour.

Over the last year, the Civil Service Commission continued its efforts to foster diverse and inclusive workplaces within the Manitoba government. While significant progress has been made towards meeting representation benchmarks, we are focusing additional efforts to increase the representation of persons with a disability within our workforce. We implemented the corporate Persons with a Disability Employment Strategy, which includes extensive outreach to community agencies, professional organizations and educational institutions for job seekers who have a disability to promote the Manitoba government as an employer. Additionally, we continue to participate in "Project SEARCH", a work experience program for high school students with intellectual disabilities. For the first time ever, the Manitoba government proclaimed that every October will now be recognized as Disability Employment Awareness Month (DEAM). This provides an annual opportunity for Manitoba businesses, industry associations, community organizations, educational institutions, government bodies, and other groups to take proactive steps to increase employment success for Manitobans with disabilities.

We also undertook a review of diversity and inclusion renewal programs, which helped improve and streamline program delivery, as well as expanded the focus of diversity and inclusion to include Lesbian, Gay, Bisexual, Transgender, and Two-spirited and Queer (LGBTQT) issues in the workplace.

The Civil Service Commission pursued opportunities to achieve efficiencies through a number of organizational changes. Existing resources were reorganized to create a Diversity and Inclusion Unit tasked with developing and expanding initiatives specifically related to diversity and inclusivity. Changes also included the merger of the respective Finance and Administration and Information Communication Technology branches of Manitoba Finance and the Civil Service Commission. The new Corporate Services Division within the Department of Finance also provides support to Executive Council. By combining existing capacity and expertise, we will ensure the most efficient use of limited public resources.

The Civil Service Commission continues to work toward improving client service to help ensure the most efficient use of departmental resources. For example, within the Human Resource Operations division, a centralized Pay and Benefits Service Centre was created to optimize efficiencies and provide consistent pay and benefits service to all clients.

In addition, a Shared Services Centre was developed to provide a centralized approach to the coordination and delivery of several staffing programs, including the Common Recruitment Initiative (CRI). The CRI is a centralized database of pre-screened candidates providing departments with a streamlined option for recruitment to clerical and administrative positions within the Manitoba government. Developed in consultation with various key stakeholders, the CRI objectives are to enhance human resource services to departments by reducing duplication of effort and time to hire, improving the management of public funds and enhancing the single employer experience.

Further initiatives focused on client service improvements include:

- The development of an Attendance Management Guide to assist management and human resources in understanding attendance related issues.
- The establishment of a working group to create a centre accountable for the corporate delivery of the Supportive Employment Program (SEP) to client departments.
- A review of opportunities to enhance regional services to ensure the consistent and efficient provision of human resource services across the Manitoba government.

The Manitoba government Corporate Human Resource Plan for 2012/2014 was launched in May 2012. The plan highlights the core values of our organization and identifies three key human resource management priorities: attractive and meaningful opportunities, employee development and innovation. These priorities will be further supported with the recently launched Executive Leadership Development Program. A total of 26 individuals in management roles from across government departments were selected to participate in the one year program which provides leadership skills development. This is in keeping with the priority of employee development and is also part of the government's management succession plan to ensure capacity at the executive level.

Over the last year, the Civil Service Commission also conducted an employee survey in partnership with Business Transformation and Technology (BTT). The survey captured information specific to employee engagement as well as select demographic data. Results from the survey, when analysed, will allow for better informed human resource planning and will also make it possible to identify opportunities to improve employee engagement.

The collective skills and integrity of the Manitoba civil service are a source of pride for all Manitobans, and we are recognized across Canada for our strong tradition of excellence in public service. Every day of the year and all over Manitoba, the result of the work performed by civil servants strengthens families and communities, helping Manitoba grow and thrive.

Respectfully submitted,

Original signed by

Debra Woodgate
Civil Service Commissioner

Manitoba



Civil Service Commission

Bureau de la commissaire
Commission de la fonction publique
155, rue Carlton, bureau 935
Winnipeg (Manitoba) R3C 3H8

Madame Shirley Delaquis
Présidente
Conseil de la Commission de la fonction publique

Madame la Présidente,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1^{er} avril 2012 au 31 mars 2013. Cette année, durant laquelle la Commission de la fonction publique a continué de simplifier et d'améliorer la prestation des services grâce à diverses initiatives de réorganisation du personnel, s'est révélée passionnante et dynamique.

Nous sommes fiers d'annoncer que le gouvernement du Manitoba a encore une fois remporté deux distinctions prestigieuses. Tout d'abord, le gouvernement du Manitoba a été nommé l'un des meilleurs employeurs de la province en 2013. Cette distinction a été attribuée à seulement 25 employeurs du Manitoba qui ont fait preuve d'excellence dans leur secteur en offrant un milieu de travail exceptionnel. Le gouvernement du Manitoba a aussi été reconnu comme l'un des « Meilleurs employeurs pour la diversité au Canada » en 2013. Cette distinction est accordée aux employeurs canadiens qui ont conçu et mis en œuvre avec succès des programmes remarquables favorisant la diversité et l'inclusion sur le lieu de travail. Sur plus de 3 250 organismes candidats dans tout le pays, 55 seulement ont obtenu cet honneur.

Au cours de l'année dernière, la Commission de la fonction publique a poursuivi ses efforts visant à encourager la diversité et l'inclusion dans les lieux de travail au sein du gouvernement du Manitoba. Bien que des progrès importants aient déjà été réalisés pour atteindre ces objectifs, nous concentrons et intensifions maintenant nos efforts afin que nos milieux de travail soient plus représentatifs des personnes handicapées. À cet effet, nous avons mis en œuvre la Stratégie générale visant l'emploi des personnes handicapées, dont l'une des fonctions principales sera de faire la promotion du gouvernement du Manitoba, en tant qu'employeur, au sein d'organismes communautaires ou professionnels et d'établissements d'enseignement fréquentés par des personnes handicapées à la recherche d'un emploi. Par ailleurs, nous continuons à participer à « Project SEARCH », un programme d'expérience professionnelle destiné aux élèves du secondaire ayant une déficience intellectuelle. Pour la toute première fois, le gouvernement du Manitoba a annoncé que le mois d'octobre sera maintenant reconnu comme le Mois de sensibilisation à l'emploi des personnes handicapées. Ce sera une occasion annuelle dont pourront profiter les entreprises, les associations industrielles, les organismes communautaires, les établissements d'enseignement, les organes gouvernementaux et d'autres groupes de notre province pour entreprendre des démarches favorisant le succès professionnel des Manitobains et Manitobaines handicapés.

Nous avons également entrepris un examen des programmes de renouvellement de la diversité et de l'inclusion, qui a contribué à l'amélioration et à la simplification de la prestation des programmes. Cet examen a aussi mené à la redéfinition de la diversité et de l'inclusion en milieu de travail pour tenir compte de la communauté gaie, lesbienne, bisexuelle, transgenre, bi-spirituelle et allosexuelle.

La Commission de la fonction publique a effectué de nombreux changements au sein de sa propre organisation afin de réaliser des gains d'efficacité. La création d'une Section de la diversité et de l'inclusion, chargée de l'élaboration et de l'expansion d'initiatives portant sur la diversité et l'inclusion, a été rendue possible grâce au réaménagement des ressources existantes. De plus, la Direction des finances et de l'administration et la Direction des technologies de l'information et des communications du ministère des Finances ont été fusionnées avec celles de la Commission de la fonction publique. La nouvelle Division des services ministériels du ministère des Finances fournit aussi du soutien au Conseil exécutif. En combinant les capacités et l'expertise existantes, nous veillons à ce que les ressources publiques limitées soient utilisées de la manière la plus efficace possible.

La Commission de la fonction publique continue de travailler à améliorer le service à la clientèle pour optimiser l'usage des ressources ministérielles. Pour ne citer qu'un exemple, ce travail a mené à la création d'un centre des services de la paye et des avantages sociaux centralisé à l'intérieur de la Division des opérations des ressources humaines pour réaliser des gains d'efficacité et offrir des services de la paye et des avantages sociaux uniformes à tous les clients.

De plus, un centre commun d'accès aux services a été créé afin de centraliser les efforts de coordination et de mise en œuvre de nombreux programmes de dotation en personnel, notamment l'Initiative de recrutement général. Celle-ci est une base de données centralisée de candidats présélectionnés facilitant le travail des ministères voulant doter des postes de secrétaire administratif ou de commis au sein du gouvernement du Manitoba. L'Initiative, élaborée avec le concours de divers intervenants clés, a pour objectif d'offrir un meilleur service de ressources humaines aux ministères en réduisant l'effort et le temps nécessaires pour le processus d'embauche, améliorant ainsi la gestion de ressources publiques tout en facilitant la tâche de l'employeur.

D'autres initiatives axées sur l'amélioration du service à la clientèle seront lancées, comme :

- la création d'un guide de gestion des présences, qui aidera le personnel de la gestion et des ressources humaines à mieux comprendre les questions de présence au travail;
- la mise sur pied d'un groupe de travail chargé d'établir un centre de service qui sera chargé de la prestation du Programme d'appui aux employés auprès des ministères;
- l'examen des possibilités d'amélioration des services régionaux pour assurer la prestation de services en ressources humaines uniformes et efficaces dans tout le gouvernement du Manitoba.

Le plan général de gestion des ressources humaines 2012-2014 du gouvernement du Manitoba a été lancé en mai 2012. Le plan souligne nos valeurs fondamentales et énonce trois priorités en matière de gestion des ressources humaines : l'offre de possibilités attirantes et enrichissantes; le perfectionnement professionnel des employés; et l'innovation. Ces priorités recevront un appui supplémentaire grâce au récent programme de perfectionnement du leadership pour les cadres. Un total de 26 cadres provenant de divers ministères ont été choisis pour participer à ce programme d'un an, où ils apprendront à aiguiser leurs qualités de leadership. Ce programme, qui a comme priorité le perfectionnement des employés, s'inscrit dans le plan de relève de la gestion du gouvernement, dont l'objectif est d'assurer la compétence des cadres.

Au cours de l'année dernière, la Commission de la fonction publique, en collaboration avec la Division de la technologie et de la transformation opérationnelle, a aussi mené un sondage auprès de ses employés. Le sondage a recueilli des renseignements concernant le niveau d'engagement des employés ainsi que quelques données démographiques particulières. Une fois analysés, les résultats du sondage mèneront à l'amélioration de la planification des ressources humaines tout en permettant de cerner les façons de renforcer le niveau d'engagement des employés.

La population manitobaine en entier a de quoi être fière des compétences et de l'intégrité de la fonction publique provinciale. Tout le Canada connaît bien notre réputation d'excellence dans ce domaine. Tous les jours, aux quatre coins de notre province, le travail qu'accomplissent les fonctionnaires du Manitoba rapproche nos familles et nos collectivités, nous menant ainsi vers la croissance et l'épanouissement.

Je vous prie d'agréer, Madame la Présidente, l'expression de ma haute considération,

Original signé par

Debra Woodgate
Commissaire de la fonction publique

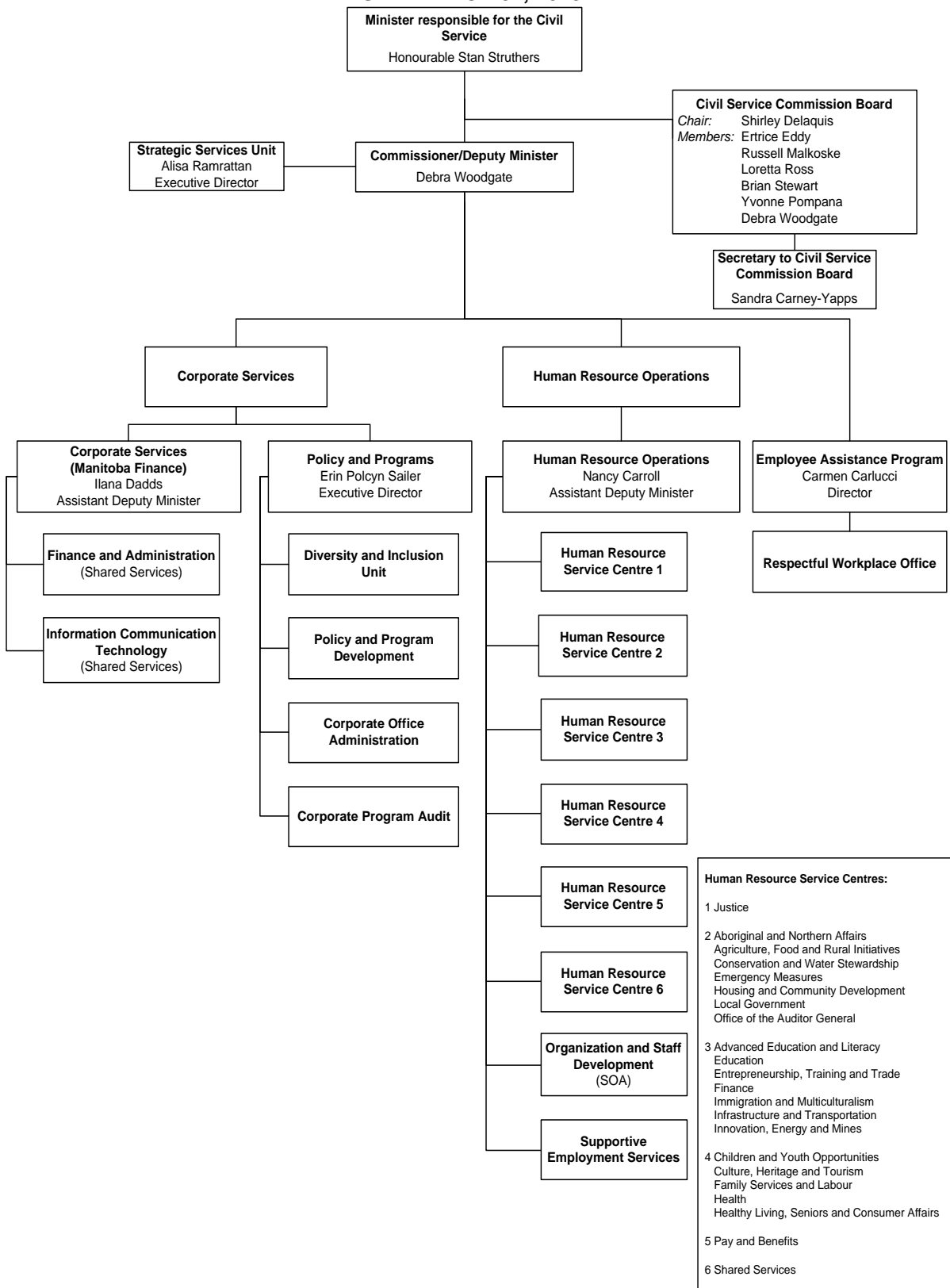
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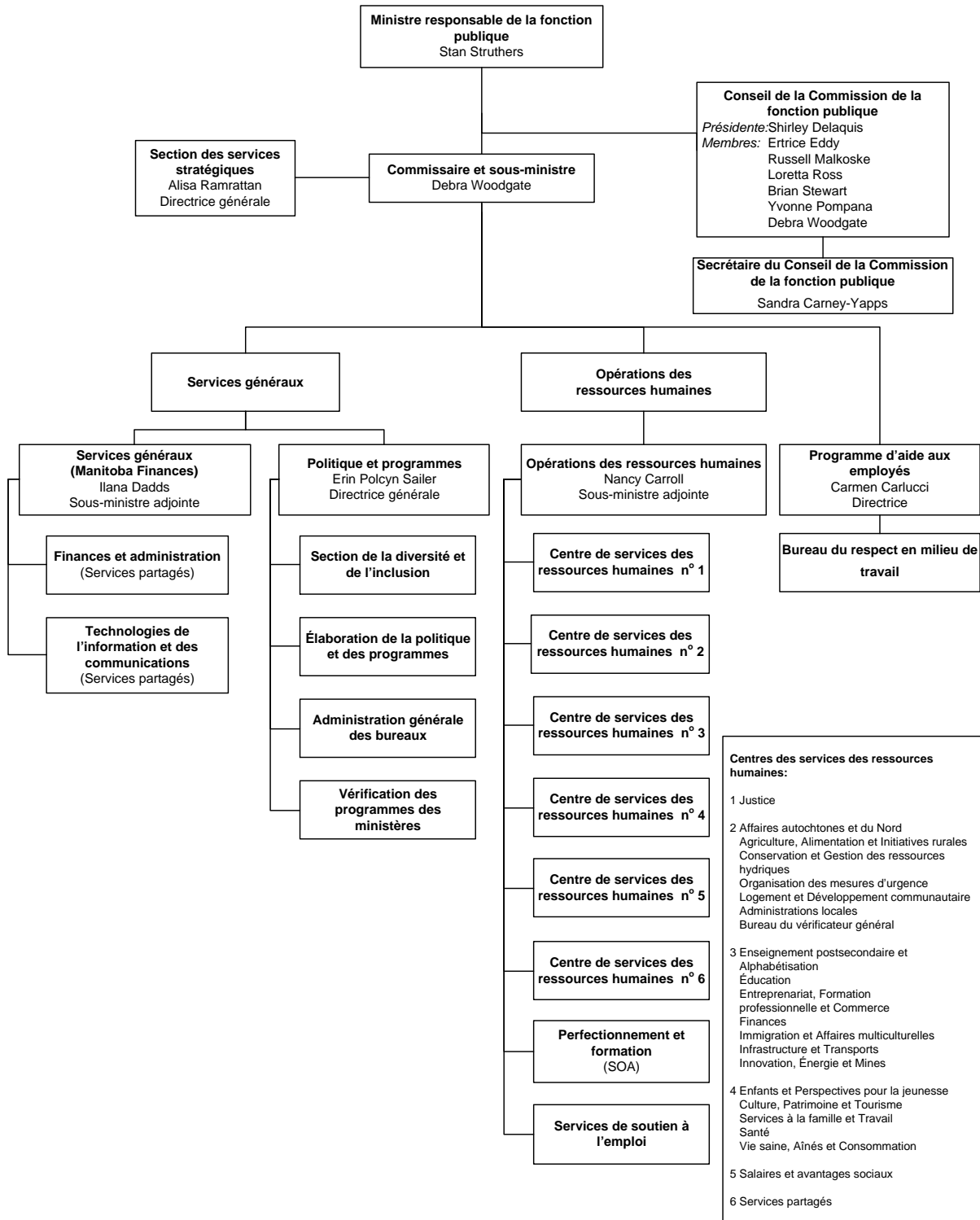
CIVIL SERVICE COMMISSION ORGANIZATION CHART AS AT MARCH 31, 2013



COMMISSION DE LA FONCTION PUBLIQUE

ORGANIGRAMME

AU 31 MARS 2013



INTRODUCTION AND OVERVIEW

Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized votes approved by the Legislative Assembly. The annual report includes information at the main and sub-appropriation levels related to the commission's objectives, actual results achieved, financial performance and variances, and provides a five year historical table reflecting the departmental expenditures and staffing.

Governing Legislation

The Civil Service Act

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* and regulations. Treasury Board Secretariat is responsible for the administration of sections of the Act and regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of *The Civil Service Act* (the Act), the commission shall:

- apply and carry out the provisions of the Act and the regulations under its responsibility
- select and appoint civil servants, and be responsible for their promotion and transfer
- advise the minister having responsibility for the administration of the Act on problems concerning human resource management administration
- of its own motion or upon request of the Lieutenant Governor in Council, investigate and report on
 - the operation of the Act
 - the violation of any provision of the Act or the regulations
 - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the commission
 - on the request of a minister or the chief officer of an agency of government to which the Act applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government
- appoint such employees as may be necessary to carry out the Act
- perform such other duties and functions as may be assigned to the commission by the Act or any other act of the Legislature or by the Lieutenant Governor in Council

Subsection 5(3) of the Act provides the commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

The Public Interest Disclosure (Whistleblower Protection) Act

The Civil Service Commission continues the legislative development, implementation and administrative roles for *The Public Interest Disclosure (Whistleblower Protection) Act* across the civil service. The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under the Act. A designated officers network is in place to provide a cross-government forum for information-sharing, networking and exchanging ideas/experiences regarding their responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*.

Environmental Scan

The average age of the population in Canada and Manitoba continues to grow. In Manitoba the median age of the population reported in the 2006 census was 38.1 years, up from 34.7 years reported 10 years previously. Statistics Canada reports that as at July 1, 2012 the median age was estimated at 40.0 years.

In spite of the recent economic downturn, employers continue to have difficulty recruiting to positions in accounting, engineering and other positions under the physical sciences component.

Employers are turning to previously under-utilized segments of our population and immigration to find new workers for their jobs.

Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type¹ over the last four years.

Employee Type	2010	2011	2012	2013
Regular, Term, Technical and Departmental	14,459	14,440	14,796	14,611
Casual	403	413	473	494
Contract	28	25	31	28
Total	14,890	14,878	15,300	15,133

These figures includes all active regular, term, technical, departmental, casual, and contract employees appointed under *The Civil Service Act* who work on a full-time or part-time basis.

These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under *The Civil Service Act*.

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government taken as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements.

A breakdown of the total number of active employees by department is included in Appendix B on page 45.

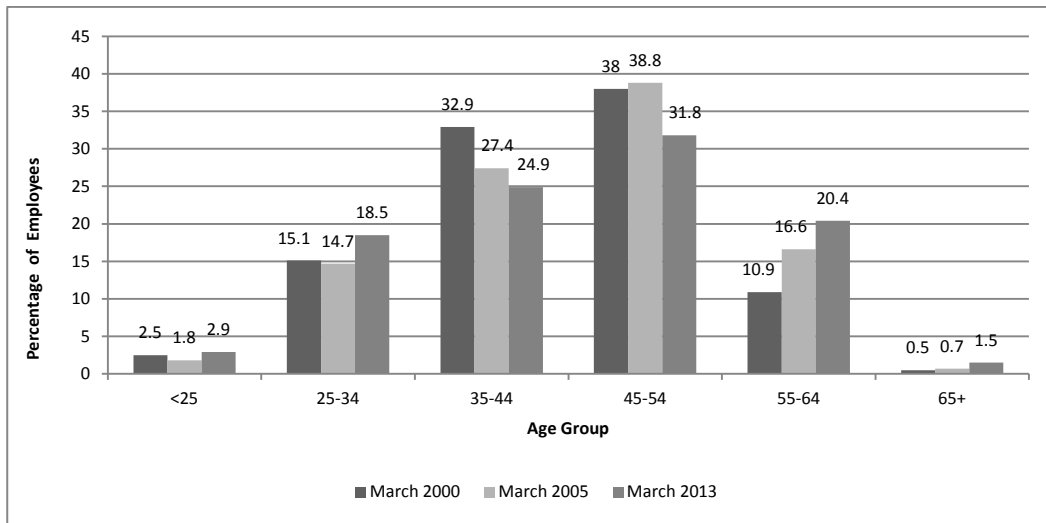
¹ See definitions in Appendix A on page 44.

Age Demographics

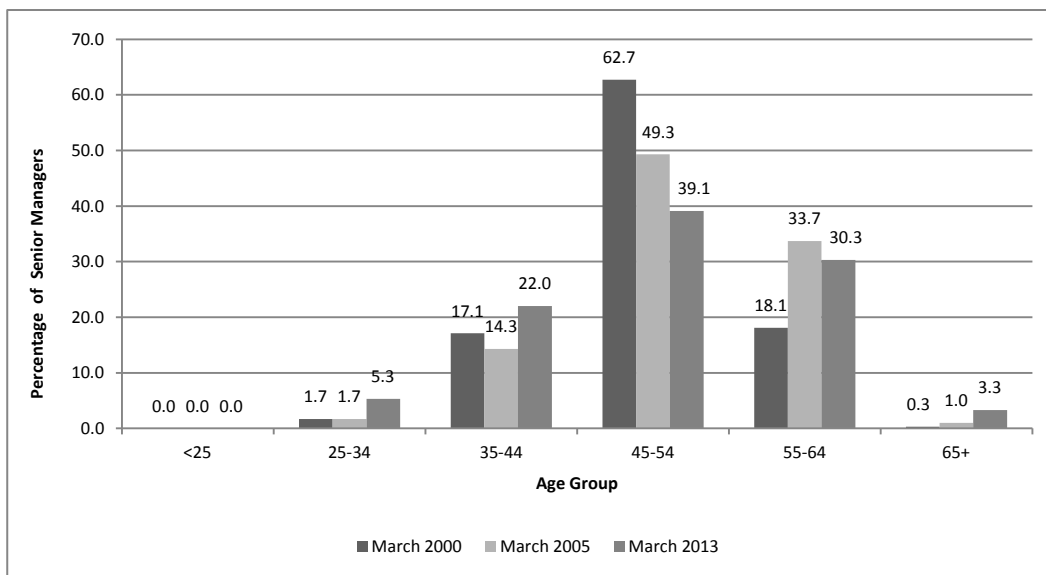
Similar to what is happening to the demographics of the population as a whole, the average age of all civil service employees has increased over the past number of years. As at March 31, 2013 the average age of all civil servants was 45.4 years, and that of senior managers was 51.9 years. Recent projections show that 23.2% of civil servants² will be eligible to retire within five years, increasing to 39.9% within 10 years. At the senior manager² level, 42.2% of employees will be eligible to retire within five years, and 66.6% within 10 years.

The following chart provides a breakdown of all active employees² by age group as at March 31, 2013, followed by a similar breakdown of senior managers.

All employees



Senior managers



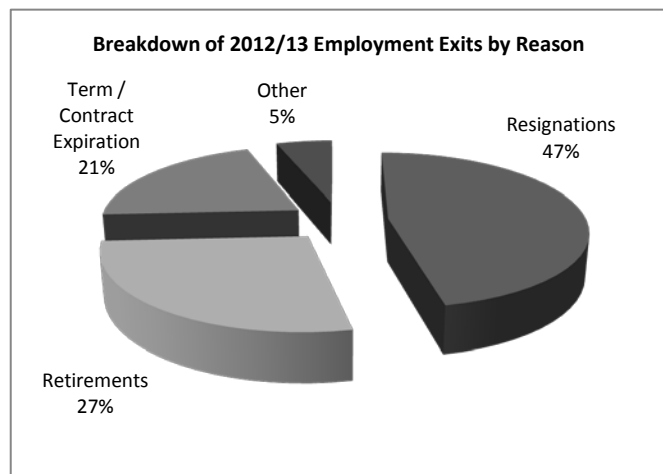
² Based on active regular, term, technical and departmental civil servants (excludes casual).

Employee Turnover

The overall turnover rate³ has gradually increased from 6.4% in 2009/10, to 7.1% in 2010/11, to 8.1 % in 2011/12 and unchanged at 8.1% in 2012/13.

Statistics also indicate that the average age at which civil servants are retiring has dropped over the past eight years from 63 years to 60 years.

Over the course of 2012/13, a total of 2,105 employees left the civil service.



Diversity and Employment Equity

The Provincial Civil Service Diversity Strategy was announced in November 2007. Its objective is to achieve a workforce that is representative of the population that it serves. Employment equity is an important factor of the overall strategy.

The Employment Equity Policy identifies four groups for which specific representation benchmarks have been set out:

- Women
- Aboriginal persons – persons of North American Aboriginal ancestry, including First Nations (status and non-status Indians), Inuit and Metis
- Persons with a disability – persons whose functional limitations owing to their impairment have been accommodated or may require accommodation in their job or workplace, and/or persons who have a long-term or recurring impairment and believe an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, or persons who have a long-term or recurring impairment and consider themselves to be disadvantaged in employment by reasons of that impairment
- Visible minorities – persons, other than Aboriginal people, who because of their race or colour, are a visible minority; examples of visible minority include Black (e.g. African, Haitian, Jamaican and Somali), South Asian (e.g. East Indian, Pakistani, Punjabi and Sri Lankan), South East Asian (e.g. Cambodian, Indonesian, Laotian and Vietnamese), Arab / West Asian (e.g. Armenian, Egyptian, Iranian, Lebanese and Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

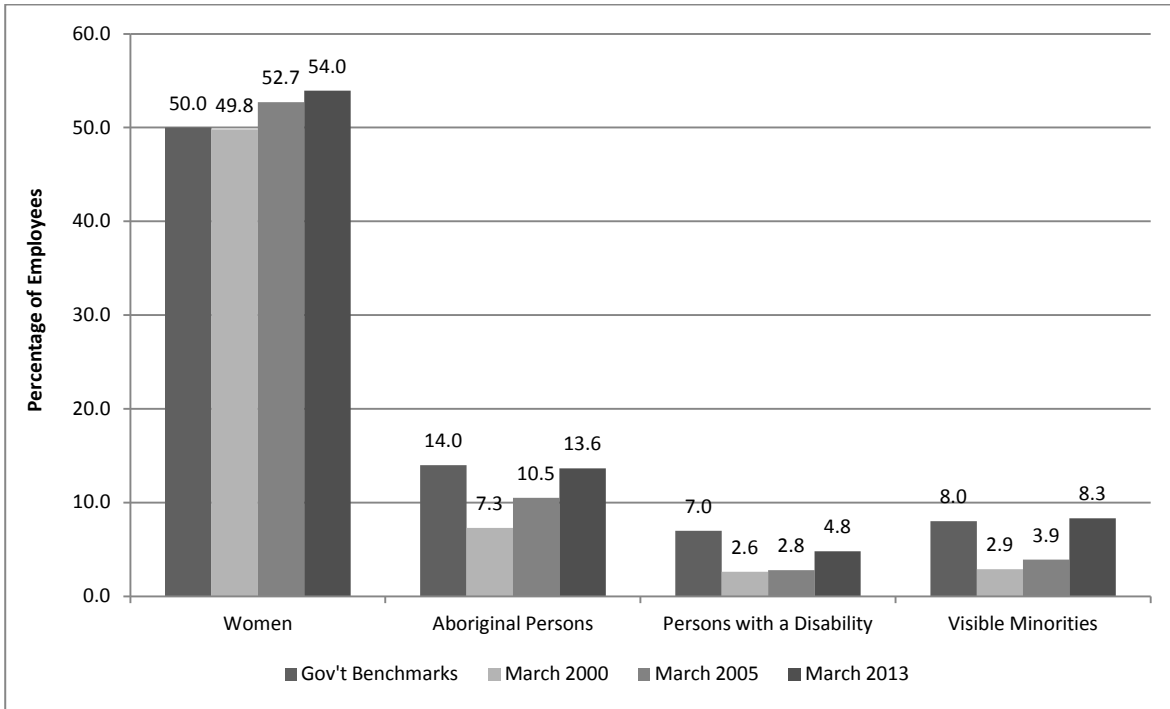
Previous benchmarks were revised in 2003/04 to more accurately reflect the population and workforce in Manitoba (as per 2001 census data) and feedback from community consultations. All employment equity group statistics are based on employee self-declarations.

For information on 2012/13 activities related to the Provincial Civil Service Diversity Strategy see the Renewal and Diversity Programs table on page 28.

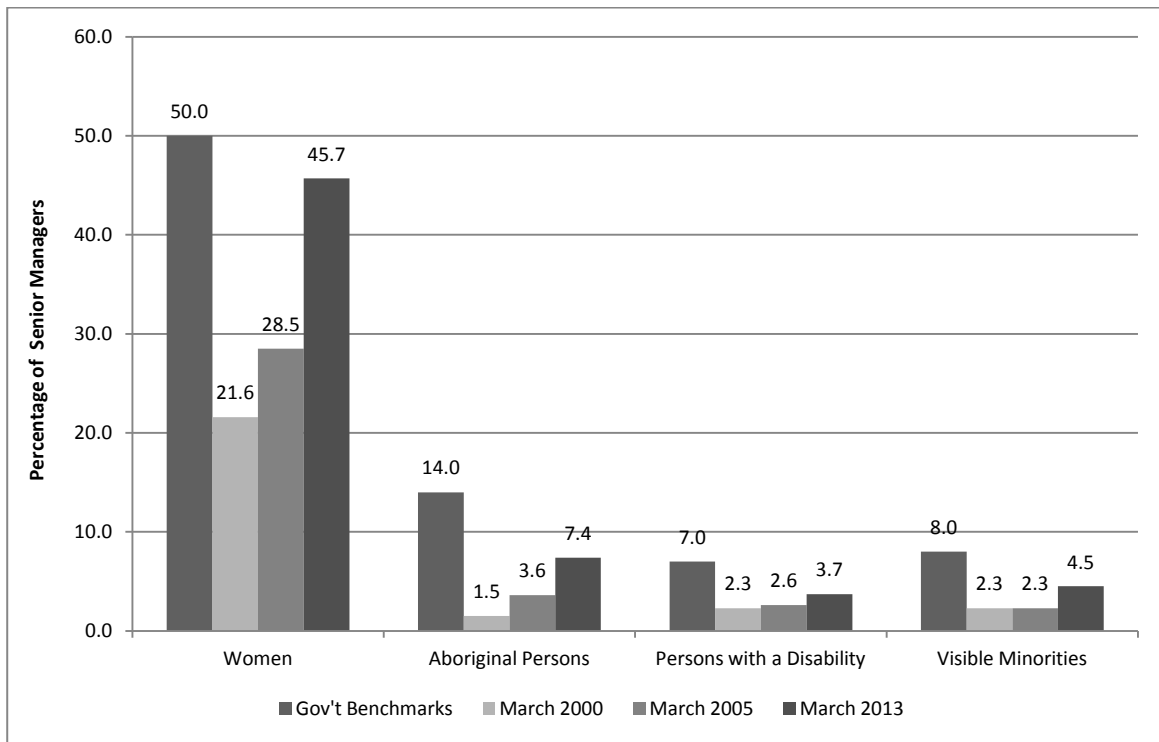
The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2013.

³ Turnover rate is based on regular employees only. Statistics on employee exits includes all employees (regular, term, technical, departmental, casual and contract).

All employees⁴



Senior managers⁴



⁴ Includes regular, term, technical and departmental positions (active and inactive).

INTRODUCTION ET APERÇU

Structure du rapport

Le présent rapport annuel est organisé en fonction de la structure établie par l'Assemblée législative du Manitoba pour l'affectation des crédits budgétaires à la Commission de la fonction publique. Il comprend des renseignements sur les budgets principaux et les postes secondaires, en regard des objectifs de la Commission et des résultats réels obtenus. Les renseignements sur le rendement financier sont accompagnés d'explications relatives aux écarts budgétaires en matière de dépenses et de recettes et d'un tableau chronologique de cinq ans redressé illustrant les dépenses et la dotation de la Commission.

Lois et règlements en vigueur

Loi sur la fonction publique

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et de ses règlements d'application. Le Secrétariat du Conseil du Trésor est chargé de l'administration des articles de la *Loi* et de ses règlements d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de rémunération et les négociations collectives.

Conformément au paragraphe 5(1) de la *Loi sur la fonction publique (la Loi)*, la Commission :

- applique la *Loi* et les règlements;
- choisit et nomme les fonctionnaires, et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la *Loi* sur les questions relatives à l'administration du personnel;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, enquête et établit des rapports :
 - sur le fonctionnement de la *Loi*,
 - sur la violation d'une disposition de la *Loi* ou des règlements,
 - sur toute allégation d'usurpation d'identité, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;
 - et à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la *Loi*, elle examine toute question relative au personnel du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la *Loi*, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la *Loi*, une autre loi de la Législature ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3) de la *Loi*, l'autorité que possède la Commission de signer certains documents, minutes ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge à propos.

Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la *Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)* et remplit les fonctions administratives qui y sont associées, et ce, pour l'ensemble de la fonction publique. La Commission agit comme expert auprès des ministères et des organismes publics et leur fournit des conseils concernant les obligations que leur impose la *Loi*. De plus, un réseau de fonctionnaires désignés forme un groupe de discussion pangouvernemental et les fonctionnaires qui en font partie mettent en commun de l'information, créent des liens au sein de la fonction publique et échangent sur des idées ou des expériences concernant les responsabilités prévues par la *Loi*.

Analyse environnementale

L'âge moyen de la population au Canada et au Manitoba continue de croître. Au Manitoba, l'âge médian de la population rapporté lors du recensement de 2006 était de 38,1 ans, comparativement à 34,7 ans dix ans auparavant. D'après Statistique Canada, au 1^{er} juillet 2012, l'âge médian était de 40 ans.

En dépit du récent ralentissement économique, les employeurs ont toujours du mal à recruter du personnel dans les domaines de la comptabilité, de l'ingénierie et des sciences physiques.

Ils se tournent donc vers des segments de notre population jusque-là sous-utilisés ainsi que vers l'immigration pour trouver de nouveaux travailleurs et pourvoir aux postes vacants.

Composition de la fonction publique

Le tableau suivant indique le nombre total de fonctionnaires par type de poste⁵ au cours des quatre dernières années.

Type de poste	2010	2011	2012	2013
Postes réguliers, temporaires, spéciaux et ministériels	14 459	14 440	14 796	14 611
Postes occasionnels	403	413	473	494
Postes contractuels	28	25	31	28
Total	14 890	14 878	15 300	15 133

Ces chiffres incluent tous les employés actifs réguliers, temporaires, spéciaux ministériels, occasionnels et contractuels nommés en vertu de la *Loi sur la fonction publique*, à temps plein ou partiel.

Ces statistiques n'englobent pas les employés d'organismes publics (p. ex., enseignants, employés des offices régionaux de la santé) ou de sociétés d'État qui ne sont pas nommés en vertu de la *Loi sur la fonction publique*.

Les statistiques sur le nombre d'employés sont uniquement basées sur le nombre total d'employés actifs figurant sur la liste de paie du gouvernement du Manitoba au 31 mars de chaque année. Il faut noter que le nombre total d'employés varie quotidiennement en raison de facteurs comme les activités normales de dotation et les exigences en matière d'emplois saisonniers.

La répartition ministérielle du nombre total d'employés figure dans l'annexe B, page 45.

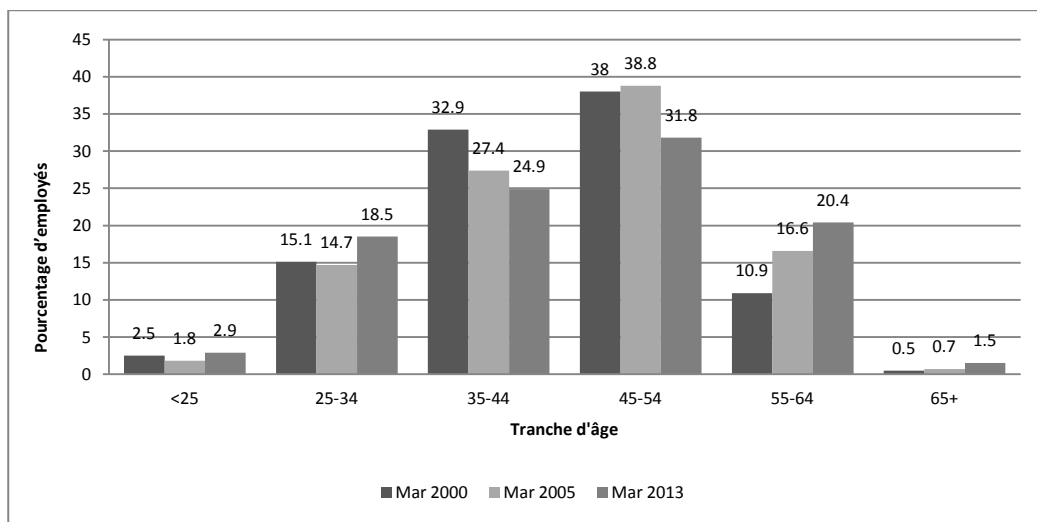
⁵ Voir les définitions à l'Annexe A, à la page 44.

Répartition par âge

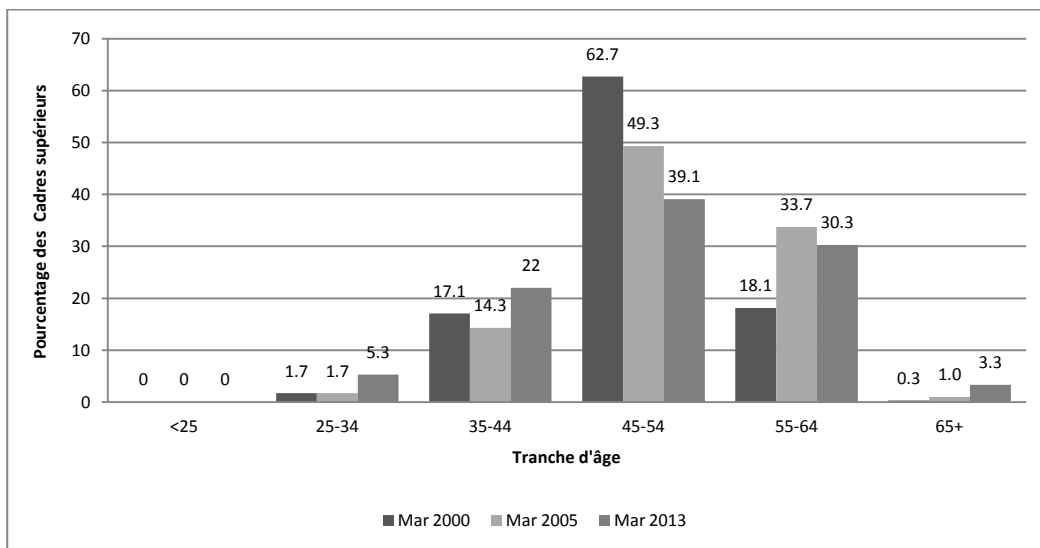
À l'instar de la population en général, l'âge moyen dans la fonction publique a augmenté ces dernières années. Au 31 mars 2013, l'âge moyen dans la fonction publique était de 45,4 ans, et celui des cadres supérieurs était de 51,9 ans. De récentes projections indiquent que le pourcentage de fonctionnaires² admissibles à la retraite sera de 23,2 % d'ici cinq ans et de 39,9 % d'ici dix ans. D'ici cinq ans, 42,2 % des cadres supérieurs² seront admissibles à la retraite, et 66,6 % le seront d'ici dix ans.

Le diagramme suivant décrit la répartition de tous les employés actifs⁶ par tranche d'âge au 31 mars 2013, ainsi que la répartition des cadres supérieurs en fonction de ce même critère.

Employés



Cadres supérieurs



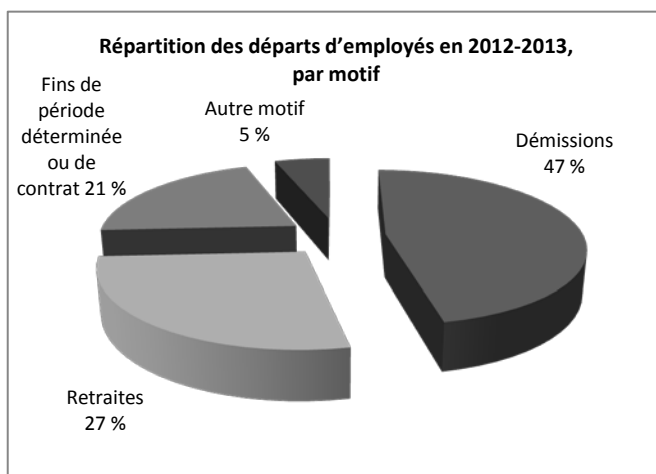
⁶ Les chiffres comprennent les postes permanents, temporaires, spéciaux et ministériels (actifs et inactifs).

Roulement du personnel

Le taux global de roulement⁷ a augmenté progressivement, passant de 6,4 % en 2009-2010 à 7,1 % en 2010-2011, pour atteindre 8,1 % en 2011-2012. Il est resté à 8,1 % en 2012-2013.

De plus, les statistiques indiquent que l'âge moyen de la retraite pour les employés de la fonction publique est passé de 63 ans à 60 ans au cours des huit derniers exercices.

Au cours de l'exercice 2012-2013, 2 105 employés ont quitté la fonction publique.



Diversité et équité en matière d'emploi

La Stratégie relative à la diversité dans la fonction publique provinciale a été annoncée en novembre 2007. Son objectif est de **constituer une main-d'œuvre** qui soit représentative de la population qu'elle sert. L'équité en matière d'emploi est un élément important de la stratégie dans son ensemble.

La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation précis ont été établis :

- les femmes;
- les Autochtones (personnes d'ascendance autochtone nord-américaine), y compris les membres des Premières Nations (Indiens inscrits et non inscrits), les Inuits et les Métis;
- les personnes handicapées (les personnes dont les limitations fonctionnelles liées à leur déficience ont fait ou pourront faire l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail, et les personnes qui ont un handicap de longue durée ou persistant et pensent que leur employeur ou un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience, ou les personnes qui ont une déficience durable ou récurrente et se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience);
- les minorités visibles, c'est-à-dire les personnes non autochtones qui, en raison de leur race ou de leur couleur, sont considérées comme faisant partie d'une minorité visible. Sont considérés comme faisant partie de minorités visibles les personnes de race noire (p. ex., les Africains, les Haïtiens, les Jamaïcains et les Somaliens), les Asiatiques du Sud (p. ex., les Indiens, les Pakistanais, les Punjabis et les Sri-Lankais), les Asiatiques du Sud-Est (p. ex., les Cambodgiens, les Indonésiens, les Laotiens et les Vietnamiens), les Arabes et les Asiatiques de l'Ouest (p. ex., les Arméniens, les Égyptiens, les Iraniens, les Libanais et les Marocains), les Chinois, les Philippins, les Latino-Américains, les Japonais et les Coréens.

En 2003-2004, on a modifié les modèles de référence en place pour les rendre plus représentatifs de la population et de la main-d'œuvre du Manitoba (données du recensement de 2001) et pour qu'ils tiennent compte des réponses aux consultations communautaires. Les données relatives aux groupes visés par l'équité en matière d'emploi reposent sur les autodéclarations des employés.

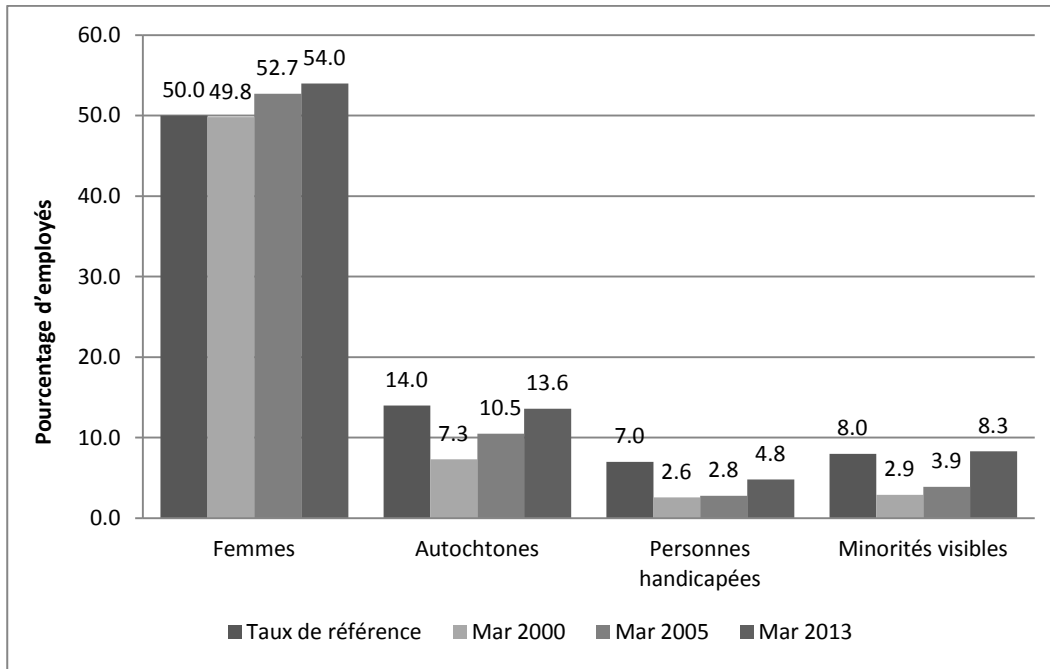
Pour obtenir des renseignements sur les activités de 2012-2013 liées à la Stratégie relative à la diversité

⁷ Le taux de roulement est calculé en fonction des employés permanents seulement. Les statistiques sur les départs d'employés comprennent tous les employés (permanents, temporaires, spéciaux, ministériels, occasionnels et contractuels).

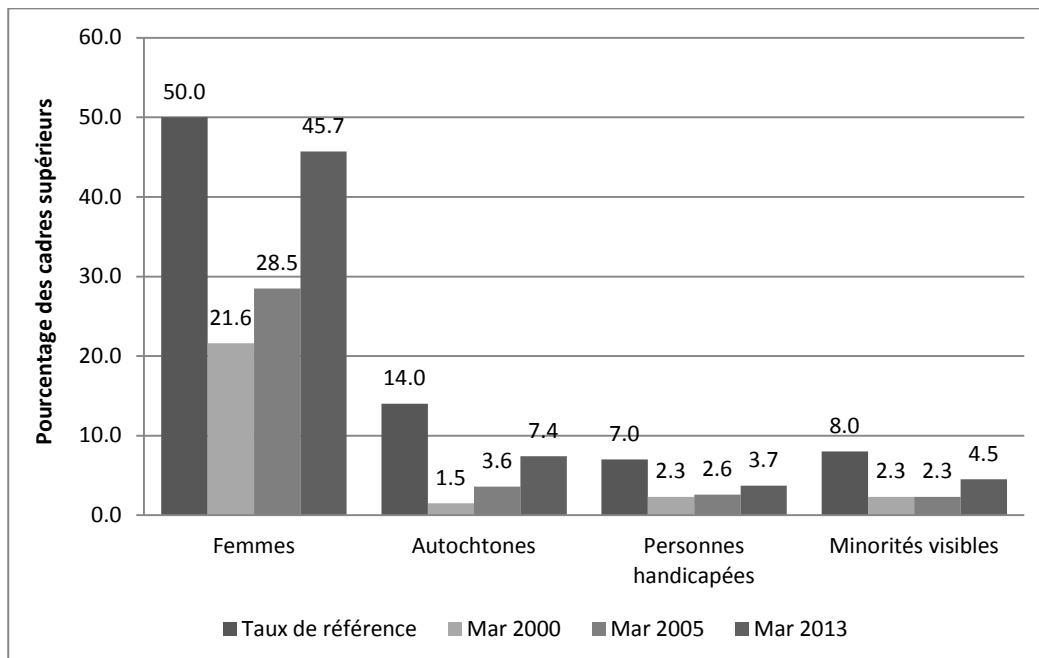
dans la fonction publique provinciale, consultez le tableau des programmes relatifs au renouvellement et à la diversité, page 28.

Les diagrammes suivants offrent des renseignements sur les points de référence en matière d'équité, sur les données historiques et sur la représentation au 31 mars 2013.

Employés⁸



Cadres supérieurs⁸



⁸ Les chiffres comprennent les postes permanents, temporaires, spéciaux et ministériels (actifs et inactifs).

ROLE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission works with Treasury Board Secretariat to lead the development, management and delivery of human resource strategies and programs consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

The Act provides for the management, direction and administration of human resource management matters within the government. This is achieved through the combination of a Civil Service Commission Board and an independent and impartial agency reporting through a commissioner/deputy minister to the Minister responsible for the Civil Service.

Programs and policies respecting human resource management for the civil service are developed under the provisions of the Act and government policy direction. These are implemented under the authority of the commission or the Lieutenant Governor in Council.

Vision

The highest standard of public service provided by a dedicated and representative workforce.

Mission

To provide human resource leadership and services which sustain and inspire public service.

Principles

The Civil Service Commission carries out its responsibilities in accordance with the values shared by all Manitoba government employees:

- act in the public interest
- act with integrity
- act with respect for others
- act with skill and dedication

Goals

The policies, programs and services of the commission are dedicated to:

- the continuing attraction, engagement and productivity of a valued public service
- the enhancement of a workplace that is inclusive and respectful
- strengthening of strategic human resource management

RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, dirige l'élaboration, la gestion et la prestation de stratégies et de programmes de ressources humaines, conformes aux dispositions de la *Loi sur la fonction publique*, adaptés aux politiques générales du gouvernement et propices à la réalisation des objectifs des ministères et du gouvernement dans son ensemble.

La *Loi* prévoit la gestion, la direction et l'administration des questions relatives aux ressources humaines au sein du gouvernement, par l'action conjuguée du Conseil de la Commission de la fonction publique et d'un organisme indépendant et impartial rendant compte, par l'intermédiaire d'un commissaire et sous-ministre, au ministre responsable de la fonction publique.

Les programmes et politiques de gestion des ressources humaines de la fonction publique sont conçus conformément aux dispositions de la *Loi* et à l'orientation générale de la politique gouvernementale. Ils sont mis en œuvre sous l'autorité de la Commission de la fonction publique ou du lieutenant-gouverneur en conseil.

Vision

Offrir des services publics de qualité supérieure grâce à une main-d'œuvre dévouée et représentative.

Mission

Offrir du leadership et des services en matière de ressources humaines qui assureront la stabilité de la fonction publique et inspireront ses employés.

Principes

La Commission de la fonction publique assume ses responsabilités en accord avec les valeurs que partagent tous les employés du gouvernement du Manitoba, à savoir :

- l'intérêt du public;
- l'intégrité;
- le respect des autres;
- l'accomplissement du travail avec compétence et dévouement.

Objectifs

Les politiques, programmes et services de la Commission visent à atteindre les objectifs suivants :

- le maintien du caractère intéressant, de l'engagement et de la productivité d'une fonction publique qui est valorisée;
- l'amélioration des milieux de travail de sorte qu'ils favorisent l'inclusion et le respect;
- le renforcement de la gestion stratégique des ressources humaines.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* (the Act) and consists of not less than three or more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the board. Six of the members are citizen members including the chairperson.

Board Members

Shirley Delaquis, Chairperson/Citizen Member
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Yvonne Pompana, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member
Debra Woodgate, Civil Service Commissioner

A secretary, who is not a member of the board, provides functional guidance and staff support for all the board activities. The secretary manages the board's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of *The Civil Service Act*

The board applies and carries out those provisions of *The Civil Service Act* (the Act) for which it is responsible. They include:

- ensuring the principles of staffing (merit, fairness and equity) are upheld in accordance with the Act and approving staffing policies and standards
- delegating recruitment and selection authority to staff of the commission, deputy ministers and others performing staffing functions in order that they may administer provisions of the Act, and monitoring on a regular basis delegated statutory authority through an audit process
- ongoing monitoring and support of the government's Employment Equity Policy as it relates to recruitment and selection
- providing an independent quasi-judicial appeal function for employees under the Act, regulations and applicable collective agreements
- ensuring consistent and equitable treatment of all matters within the board's jurisdiction
- ensuring the maintenance and revision of policy authorities and delegations
- advising and informing the minister responsible and the commissioner on matters pertaining to human resource management in government relating to matters under the board's jurisdiction
- developing and maintaining regulations under the board's statutory responsibility relating to the Conditions of Employment Regulation under the Act
- reviewing and approving the annual report of the commission for submission to the Minister responsible for the Civil Service

The board carries out its functions and responsibilities through the staff organization outlined in this annual report. In addition, the board receives regular presentations from commission staff on new and ongoing programs and policy initiatives.

Quasi-Judicial Appeal Function

The board, in its appeal function, is an independent and impartial appeal tribunal and operates on the basis of its rules of procedure, the provisions of *The Civil Service Act*, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

The board determines appeals on the basis of: evidence and argument presented to the appeal board; previous board precedents; arbitral jurisprudence; its assessment and weighing of the evidence and arguments provided; and, upon consideration of the provisions of the Act, regulations and collective agreements and applicable policy.

The board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from excluded employees, bargaining unit employees and management
- selection appeals from both excluded employees and bargaining unit employees following selection grievances
- disciplinary appeals from excluded employees following grievance procedures
- appeals on alleged violations of *The Civil Service Act*
- conflict of interest appeals from government employees
- appeals on delegated administrative review decisions to overturn staffing competitions
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial

Board Activities 2012/13

During 2012/13, the board met on a regular basis to review matters of concern to the board arising during the year and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2010/11	2011/12	2012/13
Submissions:			
Staffing Audit Report(s)	1	-	2
Diversity/Employment Equity Audit Report(s)	-	-	2
Progress Memos on Audit Recommendation(s) ⁹	7	1	-
Revisions to Staffing Delegation ¹⁰	12	13	8
Human Resource Policy Approval	2	1	4
Other	-	2	-

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, and human resource practices and policies. The board approved, in accordance with section 5(3) of *The Civil Service Act*, the delegation of the statutory authority to the Civil Service Commissioner to approve delegation of recruitment and selection authority to deputy ministers and independent officers of the Legislative Assembly. The board attended the annual

⁹ Beginning 2010/11 HR service centre directors are required to provide a memo reporting on the implementation of audit recommendations.

¹⁰ Includes delegation of recruitment and selection authority.

conference held by the Manitoba Council for Administrative Tribunals (MCAT Inc.). The chair of the board attended the 2012 International Day of Persons with Disabilities: Removing Barriers to Create an Inclusive and Accessible Society for All Backgrounds and the Diversity Employment Awareness Month proclamation including the Employment of Person's with a Disability – A HIRE Awareness learning event.

In 2012/13, the board reviewed the recommendations from the Manitoba Auditor General's report regarding the appointment process for board members within the Manitoba government. Following discussion, the board agreed to:

- a board member who wishes to resign from the board will provide six (6) months notice of resignation unless there are unforeseen circumstances requiring a shorter notice period.
- the current selection criteria for board members will be reviewed upon each vacancy and revised, where appropriate, depending on the needs of the board at that time and prior to submitting a request to fill to the Minister.
- a conflict of interest declaration form as per the board's policy will be completed by each board member every two years.

Staff presentations to the board included:

- a presentation on the recruitment support services project
- an overview of the role of the Respectful Workplace Advisor
- a presentation on the corporate human resource plan

Appeals	Fiscal Years		
	2010/11	2011/12	2012/13
Initiated	24	16	18
Carried over from previous year ¹¹	29	39	25
Withdrawn	9	23	8
Heard	5	7	11
Granted	2	2	2
Granted other than requested	-	-	-
Denied	3	5	9
Carried over to next fiscal year ¹¹	39	25	24

¹¹ Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

The board continues to review all appeal decisions once issued to ensure consistency and common understanding of the issues determined. The board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2012/13 primarily involved classification appeals. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

Appeals by Type	Initiated 2012/13	Carried from 2011/12	Withdrawn	Granted			Carried to 2013/14
				Granted	Other	Denied	
Classification	15	25	8	2	-	9	21
Selection	1	-	-	-	-	-	1
Conflict of Interest	-	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-	-
Over-Range	1	-	-	-	-	-	1
Dismissal	-	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	1	-	-	-	-	-	1
Implementation of CSC Decision	-	-	-	-	-	-	-
Total	18	25	8	2	-	9	24

EXECUTIVE SUPPORT

Overview

Executive Support provides management direction and coordination for the Civil Service Commission programs, advises the government on human resource issues in government, and provides advisory, consulting and administrative services to the Civil Service Commission Board.

Objectives

The objectives of Executive Support are to:

- provide executive policy direction for, and coordination of, commission programs
- advise the government, through the minister responsible, on human resource management issues in government
- provide advisory, consulting and administrative services to the board
- develop and implement government human resource policy and programs
- monitor and support the government's diversity and employment equity efforts
- provide a responsive, consistent and high standard of human resource services to all departments of the government
- maintain comprehensive regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

Activities

- Through the program areas of the commission, provide a comprehensive human resource management function, policies, programs and services consistent with *The Civil Service Act* and government policy and supportive of government's and departments' goals.
- Oversee the recruitment, selection and appointment of executive staff, including leadership development.
- Monitor, evaluate and support the implementation of diversity and employment equity across the government, including the Provincial Civil Service Diversity Strategy, and formulate issues and recommendations for review with the minister responsible.
- Oversee the continued implementation of human resource realignment in the government to strengthen the coordination of human resource activities, and to focus on corporate priorities and on being responsive to departmental needs.
- Oversee the implementation of the corporate human resource plan that represents the Manitoba government's human resource management priorities for 2012/2014.
- Manage and direct the executive functions of the commission and the development of strategic initiatives and programs.
- Manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals.

- Provide policy, jurisdictional and legal consultation and advice to senior executive government management.
- Provide expertise and guidance to departments and public bodies regarding their statutory responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act (the Act) came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counselling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

The following is a summary of disclosures received by the commission and Organization and Staff Development for fiscal year 2012/13:

Information Required Annually (per Section 18 of The Act)	Fiscal Year 2012/13
The number of disclosures received, and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	NIL
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. <i>Subsection 18(2)(c)</i>	NIL

1(a) EXECUTIVE SUPPORT

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	FTEs	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits ^(a)	450	4.00	450	0	
Other Expenditures	81		86	(5)	
Total Sub-appropriation	531	4.00	536	(5)	

Notes:

- ^(a) Executive Support salaries and employee benefits include aggregate compensation of \$31 paid to Civil Service Commission Board Members in 2012/13.

CORPORATE SERVICES

Overview

Corporate Services provides financial, information technology and other related administrative support services. It also provides for the development of policies, plans and programs which sustain and inspire public service.

Corporate Services is committed to the implementation of human resource actions that:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- improve the quality of human resource management information systems
- increase the leadership capacity of employees within the Manitoba government
- increase opportunities to enhance diversity and inclusion
- improve the workplace environment and culture
- introduce human resource innovations

Corporate Services consists of the following program areas: Finance and Administration, Information Communication Technology, Policy and Programs, and Corporate Program Audit.

In August 2012, the Finance and Administration, and Information Communication Technology units were amalgamated with the Corporate Services Division of Manitoba Finance as part of a shared services initiative. This Division is a shared service which supports the operations of Manitoba Finance, Civil Service Commission and Executive Council.

The 2012/13 objectives and activities/results (including financial results) for these units are reported below.

Objectives

The objectives of Corporate Services are to ensure the following:

- build representative and satisfying workplaces
- develop employee and organization capacity
- introduce innovative human resource policies and practices
- ensure a consistent and high standard of human resource services
- meet the succession challenges of the civil service through the development of leadership programs
- increase diversity throughout government
- provide financial, information and communication technology leadership and advice to the department

Activities/Results

- Lead and coordinate departments in the development and implementation of plans in support of the Provincial Civil Service Diversity Strategy. In 2012/13:
 - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2013
 - continued participation in "Project SEARCH", a work experience program for high school students with an intellectual disability

- the establishment of “Diversity and Inclusion Unit” in the Policy and Programs Branch
- Manitoba was the first Canadian jurisdiction to proclaim October as “Disability Employment Awareness Month”
- Audit staffing practices of delegated departments to ensure compliance with delegation agreements and related activities. During 2012/13:
 - two (2) audits of staffing practices of departments with delegated staffing authority were completed
 - five (5) applications for delegated staffing authority were reviewed
 - seven (7) presentations on the audit process and expectations/delegated staffing authority process were given to human resource professionals
 - provided ongoing input and feedback to various special project teams
- Working in conjunction with the Human Resource Operations division and client departments, engage in outreach activities throughout the province in order to promote career opportunities within the civil service. Most outreach activities are specifically focused on diversity groups and employment equity organizations or students. In 2012/13 outreach activities included:
 - participating in 46 outreach events including job fairs and educational functions
 - ongoing outreach to Aboriginal communities across the province, and organizations and employment agencies representing persons with a disability and visible minorities
 - ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities
- Working in conjunction with Organization and Staff Development (OSD), develop and implement government-wide employee development programs that increase leadership capacity within the civil service. In 2012/13:
 - Executive Leadership Development Program (pilot): 26 new participants
 - Certificate in Public Sector Management Program: 35 new participants
 - Essentials of Supervision Certificate Program: 140 participants currently in the program
 - Office Professionals Certificate Program: 190 participants currently in the program
 - Certificate in Public Sector Office Administration: 34 participants currently in the program

These programs, delivered by OSD under a funding agreement with the Civil Service Commission, are described in Appendix C on pages 46-50.

- An Attendance Management Guide was developed to assist management and human resources in understanding and improving attendance.
- Support employee networks that engage and encourage future and representative generations of civil servants:
 - New Professionals Network – a group with 938 members from across all government departments
 - Touchstone – a group of Aboriginal employees from across all government departments (support also provided through the Employee Assistance Program)
 - VM Net – VM Net connects visible minority employees across all government departments for the purpose of learning, appreciation of its members’ cultural diversity and responsible citizenship and has 250 members from across government departments

These groups are described in Appendix C on page 46-50.

- Develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity. In 2012/13 a total of 76 employees participated in formal training on recruitment and selection:
 - 23 employees attended Staffing Skills for Managers and Human Resource Practitioners
 - 53 managers attended Strategic Staffing: Understanding the Recruitment Process
- Develop, implement, communicate and support policies and initiatives that promote a positive workplace environment in government.
- In collaboration with OSD, implement effective training and development practices for all government departments.
- Provide accounting, financial management, and comptrollership support, including financial reporting; expenditure and revenue processing; appropriation control; development and implementation of financial and administrative policies and processes; and timely and accurate financial advice and guidance to support strategic planning, operations, and decision-making.
- Lead the department's business continuity planning, ensuring ongoing updates to reflect changes in the organization and government direction; planning and executing test exercises; and working with the department's executive management committee to support government's business continuity requirements and priorities.
- Develop, implement, and support electronic human resource information systems for informed human resource decision-making across the civil service and for the evaluation of human resource practices through continued internal and external website enhancements; leadership and collaboration regarding statistical information; report, data, and survey development; and continued leadership and participation in corporate, government-wide projects and initiatives.

1(b) CORPORATE SERVICES

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	FTEs	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,369	31.00	2,513	(144)	1
Other Expenditures	1,062		1,173	(111)	2
Less: Recoverable from other Appropriations	(277)		(277)	-	
Total Sub-appropriation	3,154	31.00	3,409	(255)	

Explanation:

1. The decrease is primarily due to vacancy management as well as savings associated with the Voluntary Reduced Work Week program.
2. The decrease is attributed to the deferral of enhancements to the Job Opportunities Website (JOW) and Common Recruitment Initiative to 2013/14, as well as expenditure management.

HUMAN RESOURCE OPERATIONS

Overview

Human Resource Operations provides a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans. Services include:

- staffing
- pay and benefits administration
- organizational design
- employee and labour relations
- employee and organizational training and development
- other aspects of human resource management that advance the goals of the Corporate Human Resource Plan

Human Resource Operations is divided into six service centres, each headed by a service centre director, as reflected in the organization chart on page 1.

In addition to the six service centres, Human Resource Operations includes Organization and Staff Development, a Special Operating Agency responsible for providing common training in support of civil service renewal, corporate human resource policies, leadership development and common skill development. Further information on OSD is available in their 2013 annual report.

Objectives

The objectives of Human Resource Operations are to provide direct human resource services that support good citizen service and that enable the Manitoba government to:

- staff effectively
- build representative and satisfying workplaces
- develop employee and organization capacity to its full potential

Activities/Results

The activities of this division, and where appropriate the results, are to:

- Implement and maintain a vision, mandate and values relating to the delivery of human resource services.
 - Continue the planning and implementation of human resource services realignment.
 - Create a Shared Services Centre to provide a centralized and consistent approach to the coordination and delivery of several staffing programs.
 - Create a centralized Pay and Benefits Centre to optimize efficiencies and provide consistent pay and benefits services to clients.
 - Realign Organization and Staff Development within the Human Resource Operations division. OSD's operating charter was cancelled effective March 31, 2013 and, as of April 1, 2013, OSD will continue to operate as a branch in the Civil Service Commission.

- Manage the recruitment and selection function. In 2012/13:
 - 1,218 competitions for which there were 33,627 applicants of which 6,170 were interviewed (for additional detail see Appendix D on page 51).
 - 1,684 appointments
 - Conduct outreach activities to attract applicants for specific job categories and for regional positions.
- Ensure a human resource service delivery model that supports the key priorities of the Corporate Human Resource Plan and the objectives for each department.
 - Participate in department renewal and strategic planning.
- Establish human resource practises that advance diversity and inclusion goals. In 2012/13:
 - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities.
 - working in conjunction with Corporate Services, participated in career fairs and diversity and employment equity outreach events to further opportunities for entry into the civil service.
 - continued to coordinate special events to raise awareness of diversity and employment equity groups and continued diversity training.
- Ensure that SAP integrity is maintained and that the functionality is utilized to the fullest extent.
 - Maintain employee and payroll records for all Manitoba government employees on behalf of all government departments and maintain comprehensive attendance and payroll information on the corporate human resource/payroll system (SAP). Provide information on employee benefits, retirement, death benefits and long term disability to employees and/or family members.
- Ensure the development and training of staff is undertaken reflecting current knowledge and is consistent with government priorities.
- Provide advice to executive management on the full range of human resource matters (excluding classification services), interpreting policies, assessing current circumstance and future consequences and providing recommendations that are prudent, fair and fully informed.
 - Represent departments in collective agreement bargaining.
- Align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably.
 - Participate in organizational design consultations and related activities for both clients and within human resources.
- Represent client departments in all human resource initiatives with central/external agencies including:
 - Governance and Risk Compliance
 - SAP Employee Self Service
 - SAP Organization Structure and Position Management
 - Planning, Budgeting and Financial Management

1(c) HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	FTEs	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	12,730	203.50	13,713	(983)	1
Other Expenditures	1,990		1,869	121	2
Less: Recoverable from other Appropriations	(345)		(346)	-	
Total Sub-appropriation	14,375	203.50	15,236	(861)	

Explanations:

1. Actual salary expenditures were under due to vacancy management, timing of recruitment activities, employee leaves, and savings associated with the Voluntary Reduced Work Week program.
2. The increase is attributed to costs associated with the realignment of human resource service centres as well as the relocation of the Brandon regional office.

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, Equity and Employee Development programs enable government to recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workforce.

The Diversity and Inclusion Unit is responsible for overseeing the development, management and administration of these programs.

Objectives

Internship, Equity and Employee Development program objectives are to:

- increase diversity in the civil service
- increase the leadership capacity in the civil service
- increase opportunities for professional development and learning
- support employee networks that engage and encourage civil servants

Activities/Results

- Develop, implement and manage civil service renewal and diversity programs that recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workplace. Participation rates for ongoing programs are as follows:

Renewal and Diversity Programs	Total participants in the program ¹²	Participants hired into government positions	Number of participants currently in the program
Internship Programs			
Aboriginal Public Administration Program	40	32	1
Internship Program for Persons with a Disability	18	10	5
Management Internship Program	90	71	3
Placement Programs			
Career Assistance Program for Persons with a Disability	173	121	7
Career Assistance Programs for Visible Minorities and Immigrants:			
Career Gateway Program	249	238	2
Career Gateway Extension Project*	11	10	-
Engineering/Technical Training Project*	12	7	-
Volunteers in Public Service Program	79	37	-
Project SEARCH	15	6***	7
Employee Development Programs			
Aboriginal Management Development Program**	52	N/A	1
Professional Development Program for Persons with a Disability**	15	N/A	14

Further details on the Renewal and Diversity Programs are described in Appendix C on pages 46-50.

¹² Represents current number of participants since program inception

* Funded by Manitoba Opportunities Fund

** Internal program

*** Includes 4 summer employment terms through Student Temporary Employment Program (STEP)

1(d) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	FTEs	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Internship, Equity and Employee Development	1,386	47.00	1,639	(253)	1
Total Sub-appropriation	1,386	47.00	1,639	(253)	

Explanation:

1. Under expenditure is attributable to a number of factors including early placement of interns in department positions, program completion, and resignations.

EMPLOYEE ASSISTANCE PROGRAM

Overview

The Employee Assistance Program (EAP) provides counselling and intervention services to Manitoba government employees and their immediate family members who are seeking help with personal or interpersonal problems in their home or work lives. EAP also provides this service to 24 other public service organizations under fee for service contracts.

Objectives

Objectives of the EAP:

- foster and maintain the well-being of employees and their families by providing voluntary and confidential assistance to those who are experiencing problems that impact on their home or work life
- minimize the costs associated with employee absenteeism, illness and poor morale resulting from problems in their home or work life

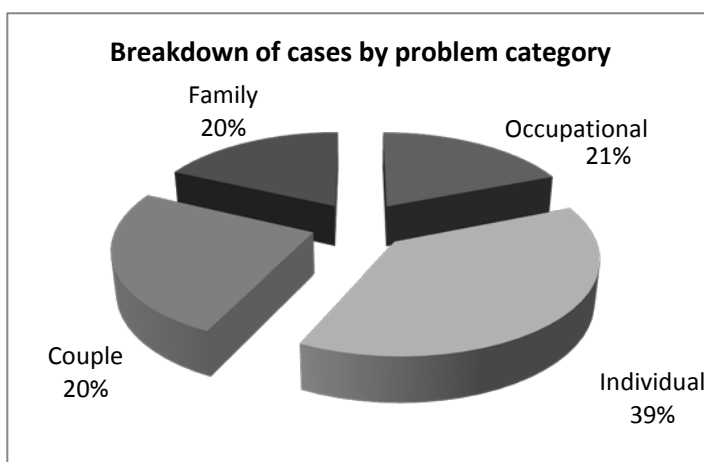
Activities/Results

The services provided by the EAP are categorized into four broad types:

1. Counselling employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work problems. Employees are encouraged to access the available counselling services.

In 2012/13, a total of 2,170 cases were dealt with by counsellors, an increase of 5 cases over prior year.

The chart to the right demonstrates the breakdown of new cases by category.



2. Specialized clinical services:

	2012/13	
	Number of new cases	Number of employees involved
Clinical Services		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	25	182
Trauma management (consultations, critical incident debriefing, individual counselling)	26	378
Sexual harassment (consultations, counselling, post-investigation debriefings)	3	3

3. Outreach to employees to make them aware of the services available through the EAP and encourage them to seek EAP services if needed. In 2012/13:
 - additional emphasis continued to be placed on employee outreach with 33 EAP Information Sessions held, attended by 1,506 employees
 - there were requests for presentations on various topics with 18 specialized sessions (e.g. sexual harassment, bullying, change transition) and 505 employees attending
4. Requests from managers for advice which in 2012/13 resulted in 208 consultations.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 79% of services are provided within the Manitoba civil service with the remaining 21% provided under fee for service contracts to public service organizations.

In 2012/13, a total of 4,700 individual employees or their immediate family members received the services of the EAP.

1(e) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	FTEs	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	688	9.00	759	(71)	1
Other Expenditures	184		178	6	
Less: Recoverable from other Appropriations	(203)		(155)	(48)	2
Total Sub-appropriation	669	9.00	782	(113)	

Note: Includes funding for the Respectful Workplace Office.

Explanations:

1. Under expenditure is primarily due to an employee leave without pay and a change in work frequency upon return to work, as well as savings from the Voluntary Reduced Work Week program.
2. Due to an increase in employee counts within client contracts.

RESPECTFUL WORKPLACE OFFICE

Overview

The Respectful Workplace Office (RWO) helps civil servants in all areas of the Manitoba government understand their responsibility in creating a positive working environment and coaches individuals and groups in addressing issues/behaviours that fall under the Respectful Workplace policy.

Objectives

The objectives of the RWO are to:

- educate and promote awareness of the Respectful Workplace policy to all levels of government
- assist in resolving respectful workplace issues in a fair and respectful manner
- assist in the promotion of diverse and respectful workplaces in the government

Activities/Results

The services provided by the RWO can be broken down into seven broad types:

1. Individual/group consultation (understanding respect, trust and values; clarifying specific behaviours/expectations; role clarification; one-on-one interviews)
2. Education (early resolution process)
3. Respectful Workplace Policy interpretation (developing action plans to align with the policy)
4. Developing group specific information/training tools (participatory resolution to existing conflicts)
5. Referral to other therapeutic or restorative programs
6. Problem work environment assessments (responsibility clarified, ownership)
7. Supervisor/employee coaching

In 2012/13 the RWO delivered 58 customized education sessions with 2,352 employees participating and dealt with 45 new cases involving 188 employees.

The new cases involved complainants who alleged the following problem categories:

- Inappropriate behaviour (31%)
- Work Environment (19%)
- Communication Style (18%)
- Harassment/Bullying (16%)
- Abuse of Authority (10%)
- Other (6%)

The resolution of these cases included education (all), mediation (10), workplace assessment/intervention (10), individual coaching (25).

The RWO also undertook 160 consultation sessions with employees, managers, and human resource staff regarding a variety of workplace issues.

Funding for the Respectful Workplace Office is provided for in 1(e) Employee Assistance Program.

COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

17-2 COSTS RELATED TO CAPITAL ASSETS

Expenditures by Sub-appropriation	Actual 2012/13 \$(000s)	Estimate 2012/13 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Costs related to Capital Assets	40	41	(1)	-
Total Sub-appropriation	40	41	(1)	-

SUSTAINABLE DEVELOPMENT

The Civil Service Commission continues to place emphasis on environmentally sound practices by providing accessible recycling bins, continuing the use of recycled paper in photocopiers and computer printers, encouraging two-sided printing of documents which is set as the user default setting and encouraging employees to consider the environment before printing material. Employees are also encouraged to use environmentally friendly dishware in the office.

FINANCIAL INFORMATION SECTION

Part A – Operating Expenditure

Civil Service Commission

RECONCILIATION STATEMENT

DETAILS	2012/13 ESTIMATES \$(000s)
2012/13 MAIN ESTIMATES	21,643
2012/13 ESTIMATES	21,643

Expenditure Summary
Civil Service Commission
for the fiscal year ending March 31, 2013
(with comparative figures for the previous fiscal year)

Estimate 2012/13 \$(000s)	Appropriation	Actual 2012/13 \$(000s)	Actual 2011/12 \$(000s)	Increase/ (Decrease) \$(000s)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Support				
450	Salaries and Employee Benefits	450	430	20	
86	Other Expenditures	81	84	(3)	
	(b) Corporate Services				
2,513	Salaries and Employee Benefits	2,369	2,188	181	1
1,173	Other Expenditures	1,062	1,387	(325)	2
(277)	Less: Recoverable from other appropriations	(277)	(277)	-	
	(c) Human Resource Operations				
13,713	Salaries and Employee Benefits	12,730	12,479	251	
1,869	Other Expenditures	1,990	1,826	164	
(346)	Less: Recoverable from other appropriations	(345)	(346)	1	
1,639	(d) Internship, Equity and Employee Development	1,386	1,923	(537)	3
	(e) Employee Assistance Program				
759	Salaries and Employee Benefits	688	656	32	
178	Other Expenditures	184	184	0	
(155)	Less: Recoverable from other appropriations	(203)	(158)	(45)	4
21,602	TOTAL 17-1	20,115	20,376	(261)	
41	17-2 Costs Related to Capital Assets	40	40	0	
21,643	TOTAL 17	20,155	20,416	(261)	

Explanations:

1. The year-over-year increase is attributed to general staffing activity and salary cost adjustments such as general salary increases, long service step increases and merit increments.
2. Decrease is due to lower expenditures associated with the Common Recruitment Initiative and accommodation requirements than the prior year.
3. Decrease is primarily due to a budget reduction of \$(632); offset by more placements in 2012/13 versus 2011/12.
4. Difference is due to an increase in employee counts within several client contracts over the prior year.

Revenue Summary
Civil Service Commission
for the fiscal year ending March 31, 2013
(with comparative figures for the previous fiscal year)

Actual 2011/12 \$(000s)	Actual 2012/13 \$(000s)	Increase/ (Decrease)	Source	Actual 2012/13 \$(000s)	Estimate 2012/13 \$(000s)	Variance \$(000s)	Expl. No.
			CURRENT OPERATING PROGRAMS				
			OTHER REVENUE				
140	76	(64)	(a) Sundry *	76	62	14	1

* Primarily revenue from Employee Assistance Program services to external clients.

Explanation:

1. Decreased revenue year-over-year is primarily due to the contract expiration with Manitoba Public Insurance.

**Five Year Expenditure and Staffing Summary by Main Appropriation
Civil Service Commission
for the years ending March 31, 2009 - March 31, 2013**

Main Appropriation	Actual/Adjusted Expenditures*									
	2008/09		2009/10		2010/11		2011/12		2012/13	
	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)
17-1 Civil Service Commission	279.50	19,836	282.50	20,424	287.50	19,882	287.50	20,376	294.50	20,115
17-2 Costs Related to Capital Assets		51	-	52	-	41	-	40	-	40
Total	279.50	19,887	282.50	20,476	287.50	19,923	287.50	20,416	294.50	20,155

* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review. This includes the realignment of human resource services from departments to the Civil Service Commission in 2010/2011.

CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2012/13 reporting year. This is the eighth year in which all Manitoba government departments have included a Performance Measures section, in a standardized format, in their annual reports.

Performance indicators in departmental annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit www.manitoba.ca/performance.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2012/13 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in the leadership capacity within the civil service, by measuring participation in a number of major development initiatives.	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in the renewal of the civil service. Level of participation in the three major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	Total participants as of March 31, 2006: Leadership Development Initiative (LDI) – 117 Women's Leadership Program – 30 Certificate in Public Sector Management Program (CPSM) – n/a ¹³ Essentials of Supervision Certificate Program (EOS) – n/a ¹³	Total participants as of March 31, 2013: LDI – 424 (as of March 31, 2010 as program is on hiatus) Women's Leadership Program – 156 (program is on hiatus) CPSM – 139 have completed the program EOS – 111 have completed the program	Continuing increases for most indicators.	

¹³ These programs were introduced subsequent to March 31, 2006.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2012/13 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
		<p>Office Professionals Certificate Program (OPCP) – 166 have completed the program</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a¹⁴</p> <p>Executive Leadership Development Program (ELDP) – n/a¹⁴</p>	<p>OPCP – 243 completed program</p> <p>OPCP was replaced with the new Certificate in Public Sector Office Administration (CPSOA)</p> <p>CPSOA - 17 have completed the program</p> <p>ELDP - 26 current participants</p>		

¹⁴ These programs were introduced subsequent to March 31, 2006.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2012/13 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
<p>Our progress towards achieving the equity and diversity goals of government, by measuring the number of employment equity group members (women, Aboriginal persons, persons with a disability and visible minorities) as a percentage of total employees.</p>	<p>The commission is accountable for the implementation of the government's equity policy and diversity strategy. The policy is accompanied by employment equity goals for four equity groups. The goals reflect the population and workforce of Manitoba based on 2001 census data and community consultations.</p>	<p>Equity groups as a % of the civil service as of March 31, 2006:</p> <p>Women: 53.0%</p> <p>Aboriginal persons: 11.0%</p> <p>Persons with a disability: 2.8%</p> <p>Visible minorities: 4.2%</p>	<p>Equity groups as a % of the civil service as of March 31, 2013:</p> <p>Women: 54.0%</p> <p>Aboriginal persons: 13.6%</p> <p>Persons with a disability: 4.8%</p> <p>Visible minorities: 8.3%</p>	<p>Trend data from 2003 to 2011 indicates that overall the representation of women, Aboriginal persons and visible minorities in the civil service is improving but progress towards meeting government goals for persons with a disability remains a challenge.</p>	<p>The workforce includes both active and inactive, regular, term, technical and departmental employees as of dates quoted. The statistics for employment equity group membership are based on employee self-declaration.</p> <p>Benchmarks: Women: 50.0%</p> <p>Aboriginal persons: 14.0%</p> <p>Persons with a disability: 7.0%</p> <p>Visible Minorities: 8.0%</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2012/13 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Employee engagement which is the subject of an employee survey conducted every 3 years.	Ongoing civil service renewal is required if we are to attract and maintain the talent government needs to meet the public service expectations of Manitobans. One of the ways to keep employees is to engage them in their work and work environment.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%.	From the 2013 employee survey engagement score: 58.9%	There was a marginal decrease between 2007 and 2013.	
Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the employee survey.	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee survey: 65.0% of employees agree that their department values diversity.	From the 2013 employee survey 59.1% of employees agreed that their department values diversity. Also in the 2013 survey, 66.4% of employees agreed that they were treated respectfully at work.	Although there was a marginal decrease between 2007 and 2013 on the employee engagement survey, there was an increase in the number of employees who indicated that their department has developed strategies for building a diverse workplace and the number of employees who indicated that their department encourages learning about different cultural diversity issues.	The 2013 Employee Engagement Survey includes 19 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 7 additional questions.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2012/13 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
<p>Provision of consulting and training services that meets the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).</p>	<p>Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.</p>	<p>Data as of March 31, 2006:</p> <p>For 2005/06: 6,470 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p>	<p>Data as of March 31, 2013:</p> <p>For 2012/13: 4,365 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p>	<p>Note that 2005/06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Aboriginal persons. The overall decline in enrolment numbers began in 2009/10 as departments began to adjust to the economic downturn. 2005/06 enrolment counts also include a greater number of external participants.</p>	<p>For further information on this priority area and on activities see the Organization and Staff Development 2013 annual report.</p>

APPENDICES

Appendix A - Definitions

Term	Definition
Casual employee	An employee that: normally works less than the full normal daily, weekly or monthly hours of work and whose work is irregular or non-recurring, or does not follow an ongoing, predetermined schedule of work on a regular and recurring basis; or, is hired for a short period of time to perform work in order to prevent stoppage of public business or loss or serious inconvenience to the public.
Contract employee	An employee hired on a contractual basis when: a special knowledge or expertise is required but not available within the civil service; objectivity is of particular importance; or the work is of a temporary non-recurring and specialized nature.
Departmental employee	An employee of Manitoba Infrastructure and Transportation and Manitoba Conservation and Water Stewardship whose appointment is designated as departmental due to the nature of the work.
External	Individuals currently not employed in the civil service.
Inactive	Employees that did not receive a pay cheque on the last pay day of the fiscal year for this annual report. Included in this category are seasonal employees subject to recall and various leaves including: long term leave, special leave, educational leave, maternity leave, adoptive leave, parental leave, apprenticeship leave, compassionate care leave, electoral leave, long term disability and suspension.
Internal	Individuals currently employed in the civil service.
Regular employee	An employee who carries out and occupies a continuing function in a Manitoba government program and who has all the rights and privileges of regular status.
Senior managers	Deputy ministers, assistant deputy ministers and equivalents.
Term employee	An employee appointed for a specific term of employment where the term is based on either: a specific period of time; the completion of a specific job; or, the occurrence of a specified event.
Technical employee	Deputy ministers, the Clerk of the Executive Council, the Clerk of the Legislative Assembly and other technical officers appointed by the Lieutenant Governor in Council under section 32 of <i>The Civil Service Act</i> .

Appendix B - Total Number of Civil Service Employees at March 31st

	Fiscal Year		
	2010/11	2011/12	2012/13
Number of Civil Service Employees	14,878	15,300	15,133

By Department for 2012/13¹

Department	As at March 31	
	2012	2013
Offices of the Legislative Assembly:		
• Elections Manitoba	24	20
• Office of the Auditor General	51	48
• Office of the Children's Advocate	33	32
• Office of the Ombudsman	29	34
Executive Council	29	27
Aboriginal and Northern Affairs	87	79
Advanced Education and Literacy	98	94
Agriculture, Food and Rural Initiatives	430	383
Children and Youth Opportunities	91	92
Civil Service Commission	283	266
Conservation and Water Stewardship	1,032	984
Culture, Heritage and Tourism	220	208
Education	430	448
Entrepreneurship, Training and Trade	444	430
Family Services and Labour	2,418	2,344
Finance	432	427
Health	1,373	1,337
Healthy Living, Seniors and Consumer Affairs	365	355
Housing and Community Development	170	170
Immigration and Multiculturalism	80	79
Infrastructure and Transportation	2,712	2,635
Innovation, Energy and Mines	375	362
Justice	3,806	4,000
Local Government	266	259
Sport	3	3
Other Non-core Enterprises*	19	17
Total	15,300	15,133

* Includes Public Schools Finance Board and All Charities.

Explanations:

1. The above figures are adjusted to reflect the January 13, 2012 reorganization and are based on active regular, term, technical, departmental, casual, contract employees.

Appendix C - Renewal and Diversity Recruitment, Development and Retention Programs

Internship and placement positions funded from sub-appropriation 17-1(d) Internship, Equity and Employee Development:

Aboriginal Public Administration Program (APAP)

This program is designed to proactively recruit Aboriginal persons into the civil service and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through a two-year internship. There is a bi-annual intake of up to six (6) interns recruited through open competition.

Since the program began in 1999, 40 individuals have participated in the program with 32 obtaining positions within the civil service. One (1) participant was in the program at March 31, 2013.

Internship Program for Persons with a Disability (IP-PWD) (formerly called the Public Administration Internship Program for Persons with a Disability)

The Internship Program for Persons with a Disability was implemented in 2009/10. This program offers a variety of interesting career opportunities in a variety of departments and occupations. This two-year internship program offers training and development opportunities geared towards highly motivated individuals who have declared themselves as a person with a disability and who have the potential to excel in professional positions within the Manitoba government.

The program provides an orientation to government and training related to their specific work assignments through a two-year internship.

Following the successful completion of the internship program, interns are eligible for a regular appointment in the role, function and salary level for which they interned.

Eighteen (18) individuals have participated in the program. Ten (10) individuals have obtained positions within the civil service and five (5) were in the program at March 31, 2013.

Management Internship Program (MIP)

This program is designed to proactively recruit individuals who have recently graduated with a public sector focus from an accredited educational institution and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through a two-year internship.

Since the program began in 1999, 90 individuals have participated in the program with 71 obtaining positions within the civil service. There were three (3) participants in the program at March 31, 2013.

Career Assistance Program for Persons with a Disability (CAP-PWD)

This program is broadly designed to promote the placement of persons with a disability within government positions. A program coordinator manages the program to place individuals in positions. This coordinator undertakes community outreach, identifies potential candidates, makes referrals to departments of suitable candidates, works with departments to identify placement opportunities, and arranges for placements. Placements are short term and departments are expected to make efforts to continue the employment relationship with a regular or term appointment at the end of the placement period.

Through the direct support of the Civil Service Commission, departments are provided both a vacant position and funding to facilitate employment of a person with a disability.

Since the program began in 2001, 173 individuals have participated in the program either through placements or direct referrals with 121 obtaining positions in the civil service. There were seven (7) participants in the program at March 31, 2013.

Career Assistance Program for Visible Minorities and Immigrants – Career Gateway Program for Visible Minorities (CGP VM)

This program increases access to employment opportunities and provides training and development to visible minorities so that they may successfully compete for a career within the civil service. A program coordinator undertakes community outreach, identifies potential candidates, works with departments to identify placement opportunities, and arranges for placements. Placements are normally between 6-24 months.

Referrals can also be made directly to vacant positions in departments for which the individuals either compete, or if there are no other qualified applicants, they may be directly appointed.

Since the program began in 2004, 249 individuals have participated in the program (either through placements or direct referrals) with 238 obtaining positions within the civil service. There were two (2) participants in the program at March 31, 2013.

Career Assistance Program for Visible Minorities and Immigrants – Career Gateway Extension Project (CGP-EP)

This project supplements the Career Gateway Program by increasing the number of placements that can be made at any one time.

Since the program began in the fall of 2008, 11 individuals have participated in the program (including two program support employees), with 10 obtaining positions within the civil service.

Effective April 1, 2011, term placements of program participants were funded by Departments and the Career Gateway program for Visible Minorities. These placements were previously funded by the Manitoba Opportunities Fund.

Career Assistance Program for Visible Minorities and Immigrants – Engineering / Technical Training Project (ETTP)

This program provides developmental placements (training and relevant work experience) to visible minority immigrant engineering professionals so that they can satisfy certification requirements within Manitoba, and potentially fill engineering technician, technology and professional engineering positions in the civil service. A program coordinator identifies potential candidates, works with departments to identify placement opportunities, and arranges for placements. Developmental placements are 6-12 months.

Since the program began in the fall of 2008, 12 individuals have participated in the program with seven (7) obtaining positions within the civil service. Also, other qualified foreign trained engineers and technicians were referred directly to vacant positions in departments. Successful referrals were accounted for under the Career Gateway Program.

Effective April 1, 2011 term placements of program participants were funded by Departments and the Career Gateway program for Visible Minorities. These placements were previously funded by the Manitoba Opportunities Fund.

Career Assistance Program for Visible Minorities and Immigrants – Volunteers in Public Service Program (VIPS)

This program provides volunteer work-experience placements in the civil service to members of visible minorities and immigrants, giving them an opportunity to: sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full time for six weeks or 15 hours per week over a three month period.

Since the program began in 2003, 79 individuals have participated in the program with 37 obtaining positions within the civil service following their volunteer experience.

Employee Development Programs:

Aboriginal Management Development Program (AMDP)

This program provides training and development opportunities to existing Aboriginal employees to help them compete effectively for professional or management level positions in the civil service. The program includes centrally managed work assignments, orientation, structured training, networking and mentoring over a two-year period. There is a bi-annual intake. Participants are selected by their departments. The number of individuals participating varies depending on the number identified by departments.

Since the program began in 1996, 52 employees have participated while only one (1) currently remains in the program.

Professional Development Program for Persons with a Disability (PDP-PWD)

This program was implemented in 2011/12 with the first program intake occurring in September 2011. The focus of this two-year professional development program for existing government employees is to train and develop those who have self-declared as a person with a disability to acquire the leadership skills and experience enabling them to compete effectively for promotional opportunities within the organization.

All employees with a disability were invited to submit an expression of interest identifying their career development goals.

Fifteen (15) individuals entered the program in 2011 and fourteen (14) remain in the program.

Project SEARCH – High School Transition Program for Students with an Intellectual Disability

This program was implemented in 2011/12 to provide on-site work experience opportunities for youth with intellectual disabilities to best prepare them in achieving the goal of competitive employment. The first intake occurred in September 2011.

This program is a unique, one year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

This initiative represents Canada's inaugural participation in the program and has involved a strategic partnership between the Manitoba government, Manitoba Hydro, five (5) participating school divisions, and a not-for-profit organization, SCE LifeWorks.

Since 2011/12, fifteen (15) students have participated in the program, with 6 obtaining positions within the civil service, while seven (7) remain in the program.

Programs designed to engage and encourage employees:

New Professionals Network (NPN)

This program brings new professionals together to connect, learn and grow as they progress with professional, personal and career development. It is open to all civil servants who self identify as a new professional. Events and activities include an annual conference, workshops, information sessions, networking events and regular communication through newsletter, website and publications.

This program started in 2005 and currently there are 938 members from across all government departments and all regions of the province.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Aboriginal employees in the Manitoba government. Touchstone began in January 2006 and has members from various government departments. The group is formed of seasoned employees as well as newcomers to the Manitoba government, and uses the abilities of more experienced Aboriginal employees as mentors and role models to support the development of other employees as they progress through their careers in the civil service. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

Visible Minority Network (VM Net)

VM Net connects visible minority employees of the Manitoba government for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. There are 250 members from across government departments. Learning events, summer and holiday potlucks, on site language translations, citizenship court receptions, representation in Manitoba career fairs and informal mentorship to professional immigrants are among VM Net's activities and involvement since it started in 2006 by participants of the Career Gateway Program for Visible Minorities.

Leadership Development Programs delivered by Organization and Staff Development:

Executive Leadership Development Program

Building on the success of previous leadership programs, including the Leadership Development Initiative and the Women's Leadership Program, the pilot for a new leadership program was launched in March 2012/13. The Executive Leadership Development Program (ELDP) is a one year executive level corporate development program for Director-level employees in Manitoba government departments. The ELDP is based on "on the job" learning opportunities, peer networks, Deputy Minister mentoring and a speaker series. The participants will also work on team project assignments which will result in improvement in one of the following areas:

- Organizational structure of government departments
- Enhancements to the civil service
- Service delivery models
- System or process improvements

Twenty-six (26) Directors were selected to participate in the pilot offering, which will conclude in March 2014.

Certificate in Public Sector Management Program (CPSM)

This one-year program provides mid-managers and professional staff with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. Participants are selected by departments.

This program began in 2008/09 with 139 individuals completing the program to date. In 2012/13, 35 new participants enrolled in the program.

Essentials of Supervision Certificate Program (EOS)

This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five 2-day modules of skill-based training offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

This program began in 2008/09 with 111 individuals completing the program to date. There are currently 140 participants enrolled in the program.

Participants also have the option to complete individual course modules without enrolling in the whole certificate program. To date there have been 3,012 individual course registrations in the components of the EOS Program.

Certificate in Public Sector Office Administration (CPSOA)

This three-year professional development program is for office administrative staff to enhance knowledge, attitudes and self management skills for personal and professional growth within the public sector while acquiring transferable credits towards a university diploma. The CPSOA emphasizes communication proficiency, internal and external service excellence, organizational skills, creative thinking and problem resolution, all with a focus on working within a government environment.

The CPSOA consists of an orientation for the participant and their manager followed by a five day intensive core week. After completion of the core week the participant has four days of identified electives to complete the program.

This program began March 2011. Currently there are 34 individuals participating in this program while 17 have completed the program to date.

Office Professionals Certificate Program (OPCP)

This program provides administrative and support staff with skills and competencies to increase their confidence and contribution to the workplace while acquiring post-secondary credits and transferable credits towards a university diploma. Participants attend 10 days of training through workshops offered by Organization and Staff Development, and have five years to complete the workshops. Registrations are no longer being accepted for the OPCP as a new certificate program for office professionals has been introduced: Certificate in Public Sector Office Administration (CPSOA). Those currently enrolled in the OPCP still have five years from the date of their registration to complete the program, or may choose to transfer into the new program. The OPCP will continue to be a recognized certificate program.

Since this program began 243 participants have completed the program. There are currently 190 participants enrolled in the program.

Appendix D - Competition Statistics

3 Year Comparative Total

In 2012/13 there were a total of 1,218 competitions for positions within the civil service with a total of 33,627 applications for these positions, or an average of 28 applications per competition.

The following table provides a breakdown between internal and external applicants.

	Fiscal year ending March 31 st		
	2010/11	2011/12	2012/13
Competition Totals	1,136	1,500	1,218
Applications received:			
Internal	6,283	7,513	6,399
External	31,151	40,910	27,228
Total	37,434	48,423	33,627
Applicants interviewed:			
Internal	2,301	2,816	2,363
External	4,263	5,992	3,807
Total	6,564	8,808	6,170
Appointments:			
Internal	696	936	791
External	819	1,218	893
Total	1,515	2,154	1,684

Shown graphically as a percentage of the total:

