

**Manitoba Civil Service Commission**

**Commission de la fonction publique du  
Manitoba**

**Annual Report  
2013-2014**

**Rapport annuel  
2013-2014**



Civil Service Commission

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Commission de la fonction publique

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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 96<sup>th</sup> Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2013 to March 31, 2014.

Respectfully submitted,

*Original signed by Jennifer Howard*

Honourable Jennifer Howard  
Minister responsible for the Civil Service





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-seizième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1<sup>er</sup> avril 2013 au 31 mars 2014.

Le tout respectueusement soumis,

*Original signé par Jennifer Howard*

Madame Jennifer Howard  
Ministre responsable de la Fonction publique







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

Dear Ms Howard:

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 96<sup>th</sup> Annual Report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2013 to March 31, 2014 and includes a review of the commission's activities over that period.

Respectfully submitted,

*Original signed by Shirley Delaquis*

Shirley Delaquis  
Chairperson  
Manitoba Civil Service Commission Board





Madame Jennifer Howard  
Ministre responsable de la Fonction publique  
Palais législatif, bureau 103  
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-seizième 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<sup>er</sup> avril 2013 au 31 mars 2014 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis,

*Original signé par Shirley Delaquis*

Shirley Delaquis  
Présidente  
Conseil de la Commission de la fonction publique du Manitoba





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 of April 1, 2013 to March 31, 2014.

Last winter, I was pleased to begin my new role as Civil Service Commissioner and support innovative human resource management in the Manitoba government. I know firsthand the key role the commission plays in facilitating the work of other departments and look forward to continuing to provide guidance in support of their priorities.

The Manitoba government was proud to be recognized in 2014 as one of Manitoba's Top Employers. We were also recognized the same year as one of Canada's Best Diversity Employers, which is presented to employers across Canada who have outstanding diversity and inclusiveness programs, and designated as one of Canada's Top Employers for Young People for our efforts in attracting and retaining young employees.

I welcome the opportunity to provide an overview of some of the many important initiatives undertaken by the commission over the last year, many of which focused on supporting diversity and inclusion in the Manitoba government and the learning and development of our employees.

The Manitoba government recognizes the importance of ensuring a civil service that is reflective of the people we serve. To support achieving this goal, the commission remains committed to attracting underrepresented groups and encouraging diversity and inclusion within the civil service.

In 2008, the Provincial Civil Service Diversity Strategy was implemented, which re-affirmed employment equity representation benchmarks and established a number of initiatives to support a more representative workforce at all levels of the organization. Building on those successes, we undertook an update of the strategy last year, which involved research on external best practices, a review of internal diversity and employment equity data, and consultations with internal stakeholders representing a broad range of perspectives. Once approved, the updated strategy will focus on promoting a work culture of inclusion and engagement in workplaces, awareness that every employee is part of the diversity landscape, and increased recognition of how diversity and inclusion positively impact capacity, engagement and innovation.

As part of broadening the scope of our diversity and inclusion efforts, this past year we launched the Safe Spaces Initiative, offering awareness sessions on gender and sexual diversity as a starting point to develop safe spaces across the Manitoba government for lesbian, gay, bi-sexual, transgender and two-spirited individuals (LGBTBT\*).

Last year, we exceeded our corporate employment equity benchmarks for women and visible minorities and nearly achieved that for Aboriginal persons. Although we achieved our interim benchmark for persons with a disability, we continue to face challenges in fully achieving our benchmark for this employment equity group. We also continue working towards meeting our corporate benchmarks as they relate to senior positions within the Manitoba government.

The commission's diversity recruitment programs continue to be highly successful in attracting qualified candidates to positions in the Manitoba government. Recruitment outreach activities have encouraged diversity and inclusion in the workforce and have helped in the recruitment of qualified candidates for challenging to fill positions.

In recent years, the commission undertook a number of initiatives that are focused on providing learning and development opportunities to civil servants in order to support their growth and to meet current and future needs of the Manitoba government.

In 2013/14, we implemented the integration of Organization and Staff Development (OSD), formerly a Special Operating Agency, into our organization. This will allow OSD to focus exclusively on the learning and development needs of employees within the Manitoba government. Integration will increase their ability to provide strategic advice and continue the shift from service provider to strategic partner. In addition to continuing to support employee learning and development through the existing suite of courses, OSD is increasingly relying on the provision of new online training courses accessible on demand to staff across Manitoba.

Last year we implemented the Executive Leadership Development Program, a corporate development program for senior managers across departments designed to prepare participants for an executive role and to ensure capacity at the executive leadership level. The focus of the program is informal learning and includes facilitated group discussions, case studies, peer mentoring, and an executive leader speaker series. Participants also engage in personal self assessments, complete team project assignments and develop a strong peer network. The initial 26 participants are now working with executive leaders in their department.

We also continued to offer the Certificate in Public Sector Management, which 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.

The development of a learning and development strategy for Human Resource practitioners began last year, with the aim of beginning to offer selected programming in the fall of 2014. This will help ensure that the commission fosters a culture of continuous improvement and innovation with the aim of providing the best possible human resource services to departments.

The commission also continues its efforts to improve client service to ensure the most efficient use of resources. We further developed the shared services centre to provide a centralized and consistent approach to the coordination and delivery of several human resource programs, including a new Supportive Employment Program. This unit is accountable for the delivery of the injury, illness and disability management program for the Manitoba government. They also play a role in managing attendance by supporting employees with health related employment concerns to return to work or stay at work through positive intervention.

Through the results of our Employee Engagement Survey, the commission is working with the Clerk of the Executive Council and Deputy Ministers to find opportunities to build on our strengths and address areas of concern. The results of the Employee Engagement Survey will allow us to undertake more informed human resource planning at the corporate and departmental levels. These surveys are also important to the commission as they allow us to identify opportunities to improve employee engagement, monitor changes over time, and compare results with other Canadian jurisdictions.

Civil servants in this province take pride in the work that they do to improve the lives of Manitobans through policy development and service delivery. We continue to act in the public interest, with integrity, respect for others, and skill and dedication in accordance with the Values and Ethics Guide.

Manitoba's civil servants remain committed to finding new ways to improve how they serve Manitobans and will be ready to face the opportunities and challenges that they are presented with in the years ahead.

Respectfully submitted,

*Original signed by Lynn Romeo*

Lynn Romeo  
Civil Service Commissioner





Civil Service Commission

Bureau de la Commissaire 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 du 1<sup>er</sup> avril 2013 au 31 mars 2014.

L'hiver dernier, j'ai été heureuse d'assumer mon nouveau rôle de commissaire de la Fonction publique et de soutenir une administration novatrice des ressources humaines au sein du gouvernement du Manitoba. Par expérience personnelle, je connais le rôle essentiel que la Commission joue dans l'accomplissement du travail des autres ministères, et je me réjouis à la perspective de continuer à leur donner des conseils en vue d'appuyer leurs priorités.

Le gouvernement du Manitoba est fier d'avoir été reconnu comme l'un des meilleurs employeurs dans la province en 2014. Cette même année, nous avons aussi reçu la distinction de figurer parmi les meilleurs employeurs au Canada en matière de diversité, recevant un prix décerné aux employeurs qui offrent des programmes exceptionnels axés sur la diversité et l'inclusion, ainsi que la distinction d'être parmi les meilleurs employeurs du Canada pour les jeunes en raison de nos efforts pour attirer et garder de jeunes employés.

Je suis heureuse de vous donner un aperçu de quelques-unes des initiatives importantes entreprises par la Commission au cours de l'année, dont beaucoup qui ont mis l'accent sur la diversité et l'inclusion au sein du gouvernement, ainsi que sur l'apprentissage et le perfectionnement professionnel de nos employés.

Le gouvernement du Manitoba reconnaît l'importance d'assurer une fonction publique qui reflète les personnes que nous servons. Pour aider à réaliser cet objectif, la Commission s'est engagée à attirer des groupes sous-représentés de manière à favoriser la diversité et l'inclusion au sein de la fonction publique.

En 2008, la Province a mis en œuvre la Stratégie relative à la diversité dans la fonction publique provinciale, laquelle réaffirmait nos objectifs en ce qui concerne la représentation des groupes visés par l'équité en matière d'emploi et établissait un certain nombre d'initiatives visant à assurer une main-d'œuvre plus représentative à tous les niveaux du gouvernement. En misant sur ces réussites, nous avons entrepris l'année dernière une actualisation de la stratégie, laquelle comprenait des recherches sur les meilleures pratiques externes, une révision des données internes concernant la diversité et l'équité en emploi, et des consultations avec des intervenants internes représentant une vaste étendue de perspectives. Une fois approuvée, la stratégie actualisée mettra l'accent sur la promotion d'une culture d'inclusion et d'engagement en milieu de travail, de la notion que chaque employé fait partie intégrante de cette culture, et sur une meilleure compréhension de la façon dont la diversité et l'inclusion influent positivement sur la capacité, l'engagement et l'innovation.

Dans le but d'élargir nos efforts en matière de diversité et d'inclusion, nous avons lancé au cours de l'année la *Safe Spaces Initiative*, dans le cadre de laquelle nous offrons des séances de sensibilisation axées sur le sexe et la diversité sexuelle comme point de départ en vue de créer des espaces sûrs au sein du gouvernement du Manitoba pour les personnes homosexuelles, bisexuelles, transgenres et bispirituelles.

L'an dernier, nous avons dépassé nos objectifs collectifs relatifs à l'équité en matière d'emploi pour les femmes et les minorités visibles et avons presque atteint ceux visant les personnes autochtones. Bien que nous ayons atteint nos objectifs provisoires pour les personnes handicapées, nous continuons de faire face à des défis pour atteindre nos objectifs pour ce groupe visé par l'équité en matière d'emploi. Nous poursuivons aussi nos efforts pour atteindre nos objectifs collectifs relatifs aux postes supérieurs au sein du gouvernement du Manitoba.

Les programmes de recrutement de la Commission axés sur la diversité continuent de connaître du succès pour ce qui est d'attirer des candidats qualifiés aux postes offerts par le gouvernement provincial. Les activités de recrutement ont encouragé la diversité et l'inclusion dans les effectifs et ont permis le recrutement de candidats qualifiés pour les postes plus difficiles à combler.

Au cours des dernières années, la Commission a lancé un certain nombre d'initiatives dont l'objectif est d'offrir des possibilités d'apprentissage et de perfectionnement aux fonctionnaires dans le but d'appuyer leur développement et de faire face aux besoins actuels et futurs du gouvernement.

En 2013-2014, nous avons appuyé l'intégration de Perfectionnement et formation, anciennement un organisme de services spéciaux, dans notre organisme. De cette manière, Perfectionnement et formation peut se concentrer uniquement sur les besoins en matière d'apprentissage et de perfectionnement des employés du gouvernement du Manitoba. Cette intégration augmentera sa capacité de fournir des conseils stratégiques et de poursuivre la transition de fournisseur de services au partenaire stratégique. En plus de continuer d'appuyer l'apprentissage et le perfectionnement des employés au moyen de l'ensemble de cours existant, Perfectionnement et formation a de plus en plus recours aux nouveaux cours offerts en ligne sur demande et accessibles aux employés partout dans la province.

L'année dernière, nous avons mis en œuvre le programme de perfectionnement du leadership pour les cadres (*Executive Leadership Development Program*) qui vise les hauts fonctionnaires du gouvernement et est conçu pour préparer les participants à assumer un rôle dirigeant et assurer une pleine capacité à ce niveau. Le programme est axé sur l'apprentissage informel et comprend des discussions en groupe dirigées par un animateur, des études de cas, le mentorat par les pairs, et une série de conférences par des cadres de direction. Les participants font des évaluations personnelles, prennent part à des projets en équipe et établissent un réseau solide de pairs. Les 26 participants initiaux travaillent actuellement avec des cadres supérieurs de leur ministère.

Nous avons continué aussi à offrir le Programme de certificat en gestion du secteur public, qui permet aux gestionnaires de niveau intermédiaire et au personnel professionnel de renforcer leurs capacités en gestion et de développer leur acuité politique, tout en obtenant des crédits pour des études postsecondaires transférables en vue de l'obtention d'un diplôme universitaire.

L'élaboration d'une stratégie d'apprentissage et de perfectionnement pour les intervenants en ressources humaines a commencé l'année dernière, avec l'objectif d'offrir des programmes particuliers dès l'automne 2014. Cela permettra de veiller à ce que la Commission favorise une culture d'amélioration et d'innovation continues ayant pour but de fournir les meilleurs services des ressources humaines possibles à tous les ministères.

La Commission veille aussi à l'amélioration continue de ses services à la clientèle afin d'assurer l'emploi le plus rationnel des ressources. Nous avons poursuivi le développement du centre de services partagés afin d'offrir une approche centralisée et cohérente pour la coordination et la prestation de plusieurs programmes de ressources humaines, notamment le nouveau programme de soutien du personnel. Cette section est chargée de la mise en œuvre du programme de gestion des blessures, des maladies et des incapacités des employés du gouvernement du Manitoba. Elle joue également un rôle dans la gestion de l'assiduité en offrant du soutien aux employés ayant des problèmes de santé liés à l'emploi à retourner ou à rester au travail au moyen d'une intervention positive.



Grâce aux résultats de notre sondage concernant le niveau d'engagement des employés, la Commission collabore avec le greffier du Conseil exécutif et les sous-ministres afin de cerner les possibilités qui nous permettraient de miser sur nos forces et de répondre aux questions soulevées. Grâce aux résultats du sondage, nous pourrions entreprendre une meilleure planification des ressources humaines aux niveaux organisationnels et ministériels. Ces sondages sont importants aussi à la Commission, car ils nous permettent de déterminer les mesures à prendre pour améliorer l'engagement des employés, surveiller les changements au fil du temps et comparer les résultats avec d'autres provinces et territoires canadiens.

Les fonctionnaires du Manitoba sont fiers du travail qu'ils entreprennent pour améliorer la vie des Manitobains et Manitobaines au moyen de l'élaboration de politiques et de l'offre de services. Nous continuons d'agir dans l'intérêt du public, en faisant preuve d'intégrité, de respect pour les autres, et de compétences et de dévouement conformément au guide des valeurs et comportements éthiques.

Les fonctionnaires du Manitoba restent déterminés à trouver de nouvelles façons de mieux servir la population et sont prêts à saisir les possibilités et à relever les défis qui se présenteront dans les années à venir.

Le tout respectueusement soumis,

*Original signé par Lynn Romeo*

Lynn Romeo  
La commissaire de la fonction publique



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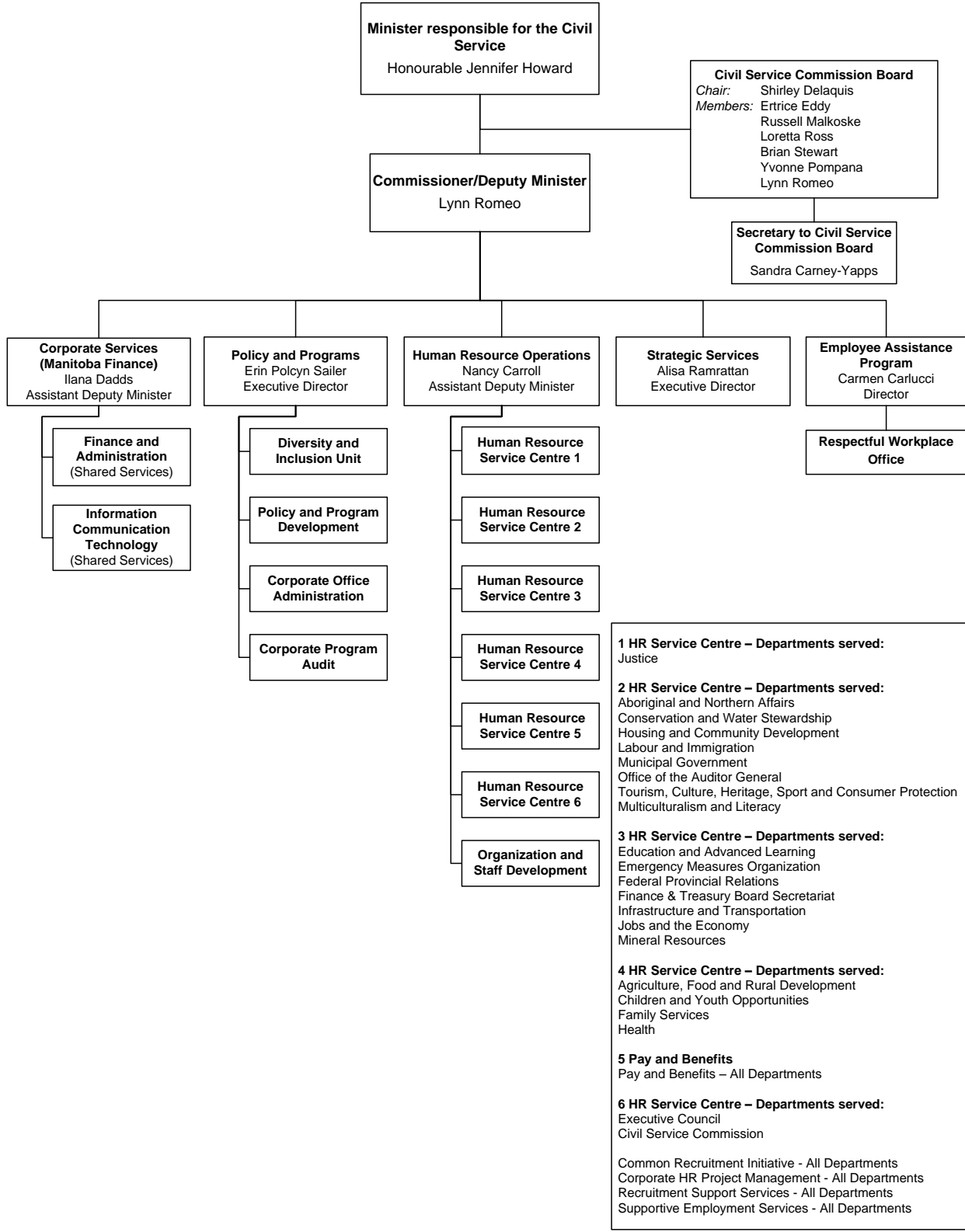
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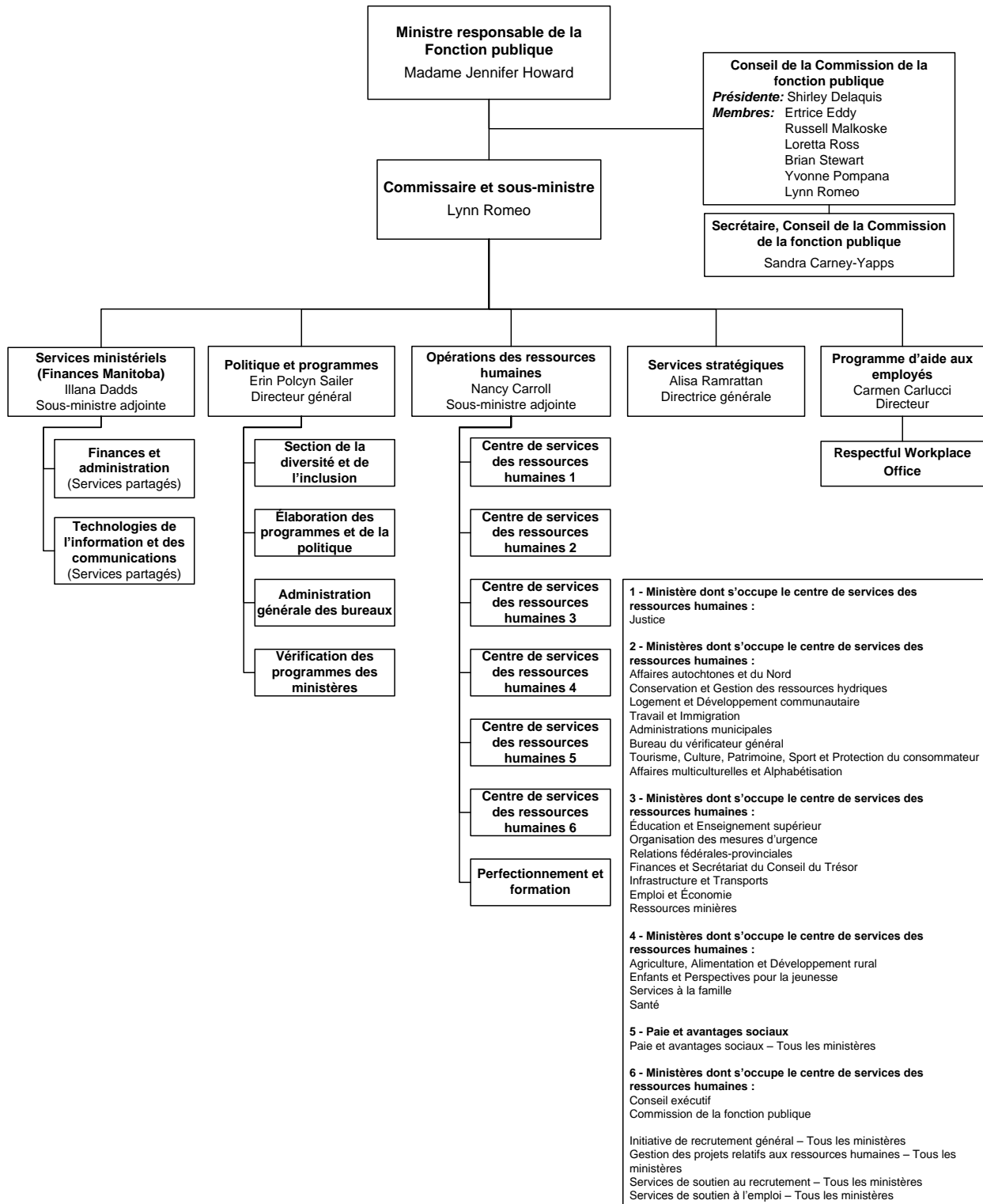
**CIVIL SERVICE COMMISSION  
ORGANIZATION CHART  
AS AT MARCH 31, 2014**



# COMMISSION DE LA FONCTION PUBLIQUE

## ORGANIGRAMME

### AU 31 mars 2014





## 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 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 officer’s 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 type<sup>1</sup> over the last four years.

Employee Type	2011	2012	2013	2014
Regular, Term, Technical and Departmental	14,440	14,796	14,611	14,432
Casual	413	473	494	359
Contract	25	31	28	24
<b>Total</b>	<b>14,878</b>	<b>15,300</b>	<b>15,133</b>	<b>14,815</b>

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 49.

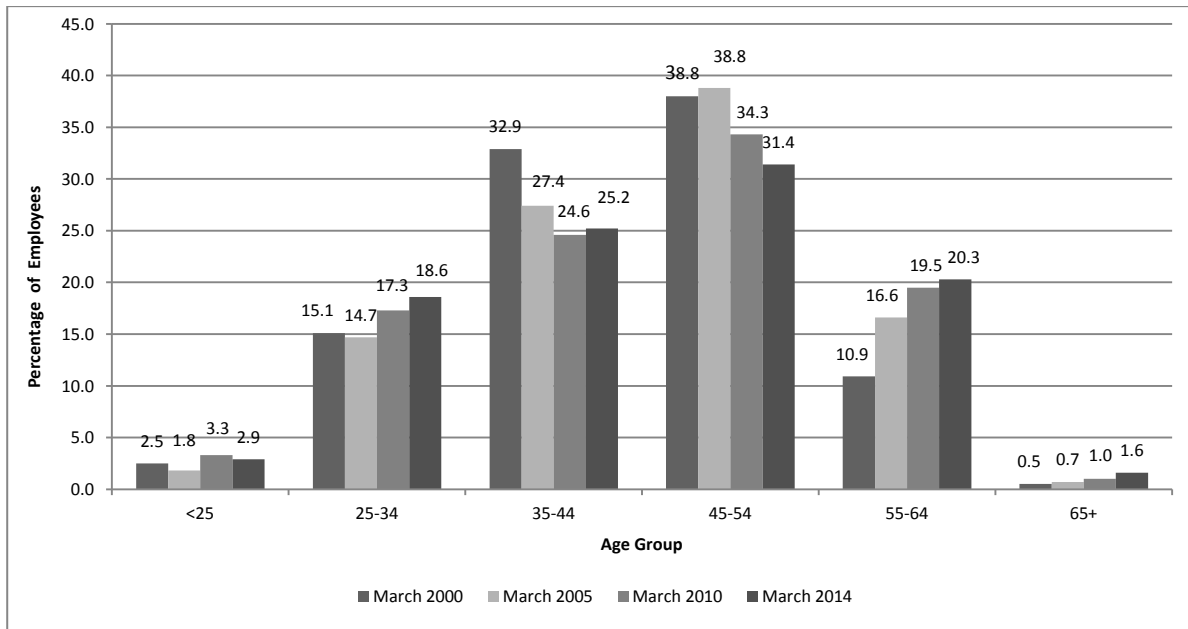
<sup>1</sup> See definitions in Appendix A on page 48.

## Age Demographics

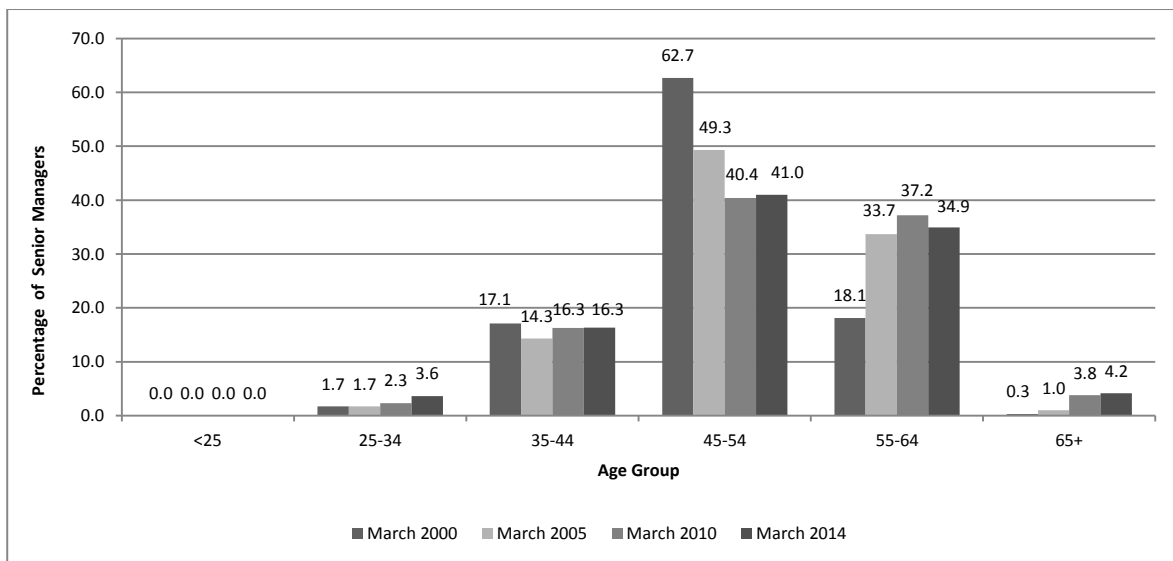
Similar to the demographics of the population as a whole, the average age of all civil service employees has increased over the past number of years. As at March 31, 2014 the average age of all civil servants was 45.4 years, and that of senior managers was 52.1 years. Recent projections show that 23.1% of civil servants<sup>2</sup> will be eligible to retire within five years, increasing to 39.6% within 10 years. At the senior manager<sup>2</sup> level, 44.5% of employees will be eligible to retire within five years, and 68.1% within 10 years.

The following chart provides a breakdown of all active employees<sup>2</sup> by age group as at March 31, 2014, followed by a similar breakdown of senior managers.

### All employees



### Senior managers



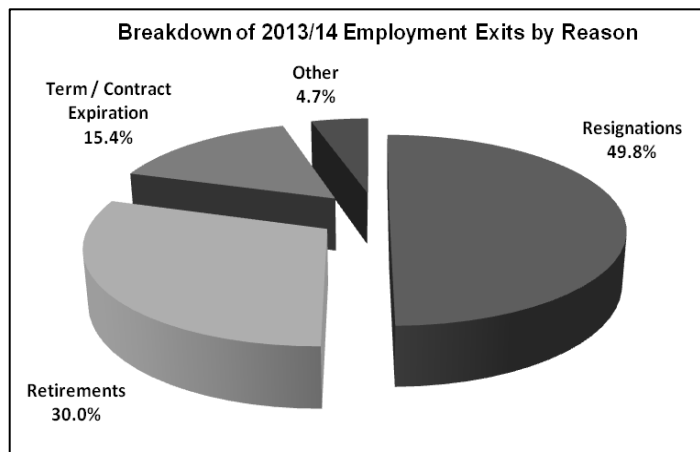
<sup>2</sup> Based on active regular, term, technical and departmental civil servants (excludes contracts and casual).

## Employee Turnover

The overall turnover rate<sup>3</sup> has gradually increased from 6.4% in 2009/10, to 8.1% in 2011/12, and decreased slightly to 7.7% in 2013/14.

Statistics also indicate that the average age at which civil servants are retiring has dropped over the past eight years from 63 years to 61 years<sup>4</sup>.

Over the course of 2013/14, a total of 1,949 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 Métis
- 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.

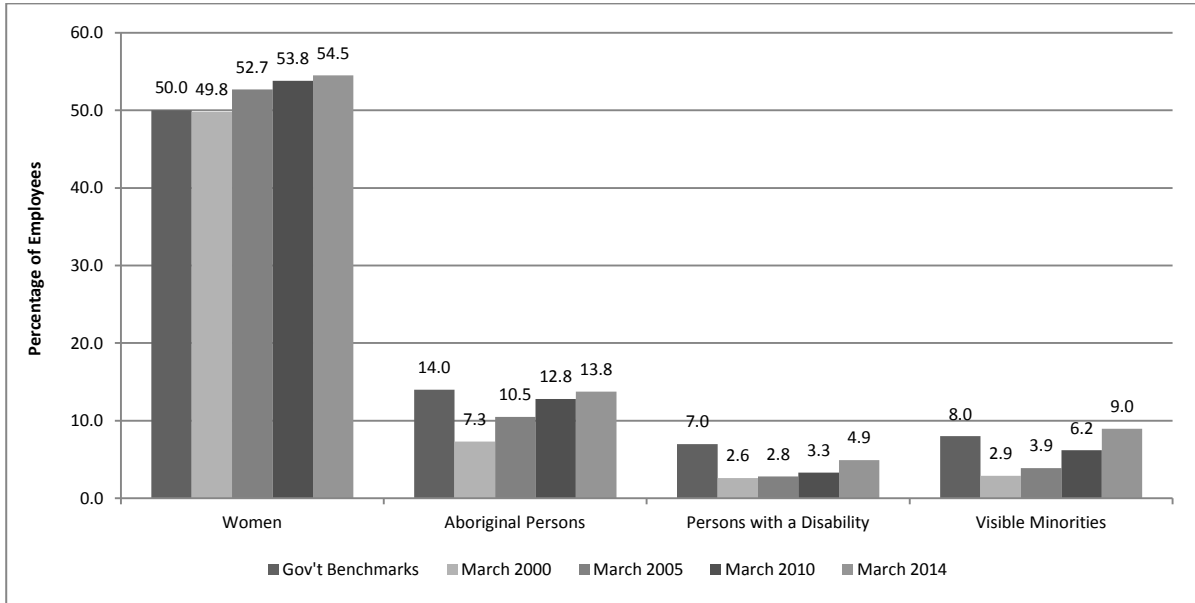
For information on 2013/14 activities related to the Provincial Civil Service Diversity Strategy see the Internship, Equity and Employee Development Programs table on pages 27-28.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2014.

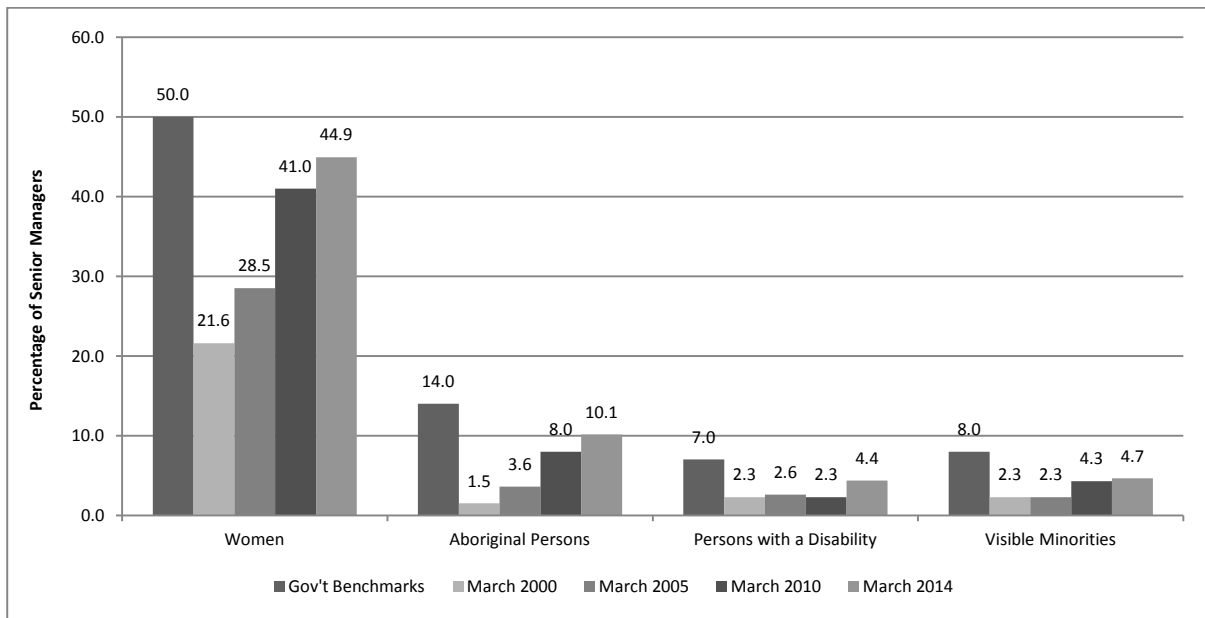
<sup>3</sup> Turnover rate is based on regular employees only. Statistics on employee exits includes all employees (regular, term, technical, departmental, casual and contract).

<sup>4</sup> Average retirement age is reported by the Civil Service Superannuation Board.

### All employees<sup>5</sup>



### Senior managers<sup>5</sup>



<sup>5</sup> Includes regular, term, technical and departmental positions (active and inactive).

# INTRODUCTION ET APERÇU

## Structure du rapport

Le 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 la gestion des ressources humaines;
- 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<sup>er</sup> 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 poste<sup>6</sup> au cours des quatre dernières années.

Type de poste	2011	2012	2013	2014
Postes réguliers, temporaires et titulaires de postes spéciaux et ministériels	14 440	14 796	14 611	14 432
Postes occasionnels	413	473	494	359
Postes contractuels	25	31	28	24
<b>Total</b>	<b>14 878</b>	<b>15 300</b>	<b>15 133</b>	<b>14 815</b>

Ces chiffres incluent tous les employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels, occasionnels et contractuels nommés en vertu de la *Loi sur la fonction publique*, travaillant 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*.

Les statistiques sur le nombre d'employés sont basées uniquement 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 49.

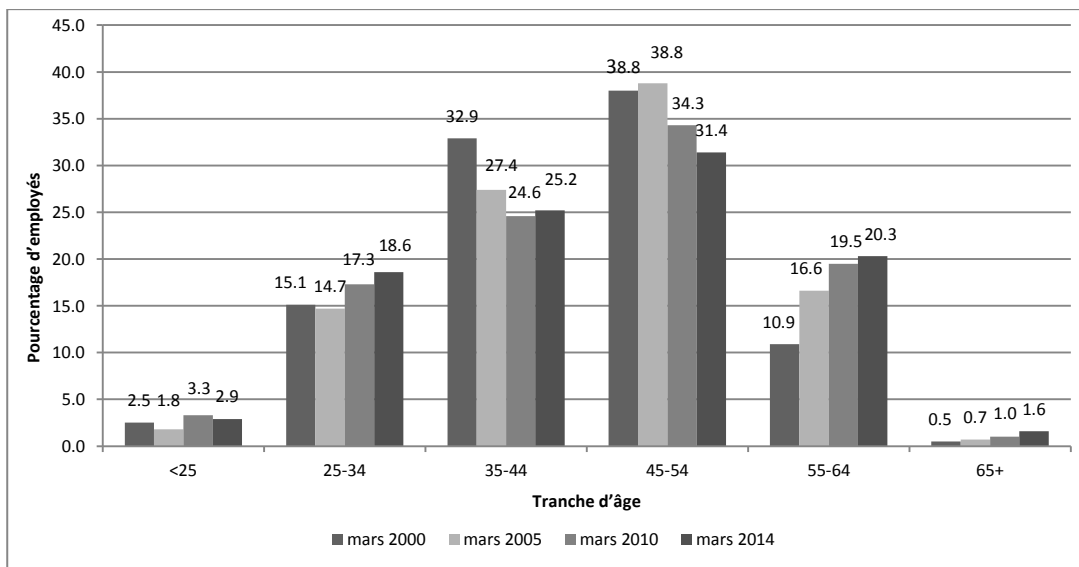
<sup>6</sup> Voir les définitions dans l'annexe A, page 48.

## Répartition par âge

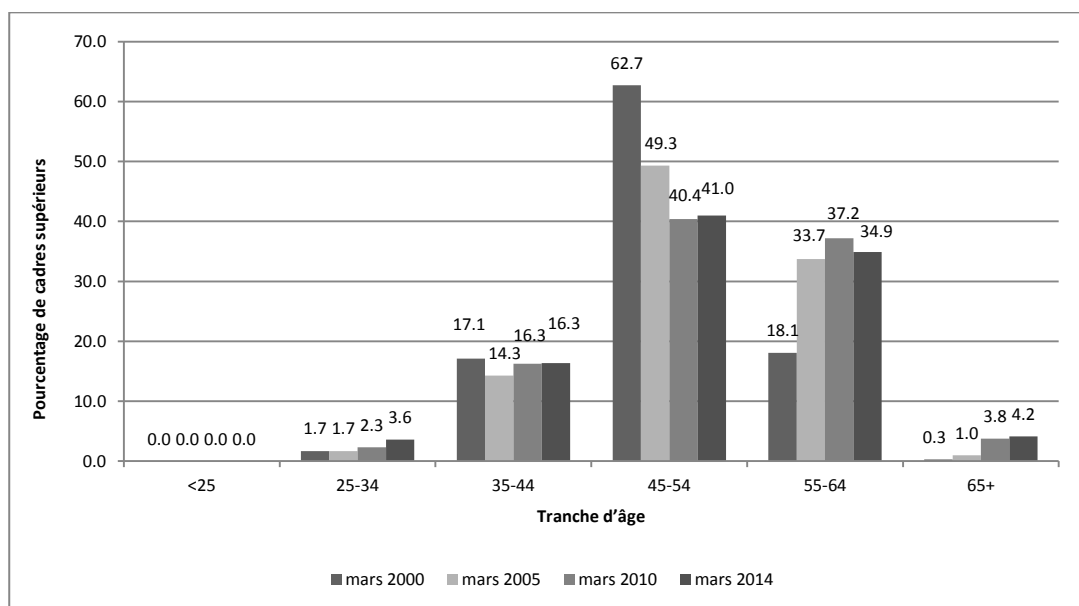
À l'instar de la démographie de la population en général, l'âge moyen dans la fonction publique a augmenté ces dernières années. Au 31 mars 2014, l'âge moyen dans la fonction publique était de 45,4 ans, et celui des cadres supérieurs était de 52,1 ans. De récentes projections indiquent que le pourcentage de fonctionnaires admissibles à la retraite sera de 23,1 % d'ici cinq ans<sup>7</sup> et de 39,6 % d'ici dix ans. D'ici cinq ans, 44,5 % des cadres supérieurs<sup>2</sup> seront admissibles à la retraite, et 68,1 % le seront d'ici dix ans.

Le diagramme suivant décrit la répartition de tous les employés actifs<sup>2</sup> par tranche d'âge au 31 mars 2014, ainsi que la répartition des cadres supérieurs en fonction de ce même critère.

### Tous les employés



### Cadres supérieurs



<sup>7</sup> D'après le nombre d'employés actifs réguliers, temporaires et titulaires de postes spéciaux et ministériels (excluant les employés occasionnels et contractuels).

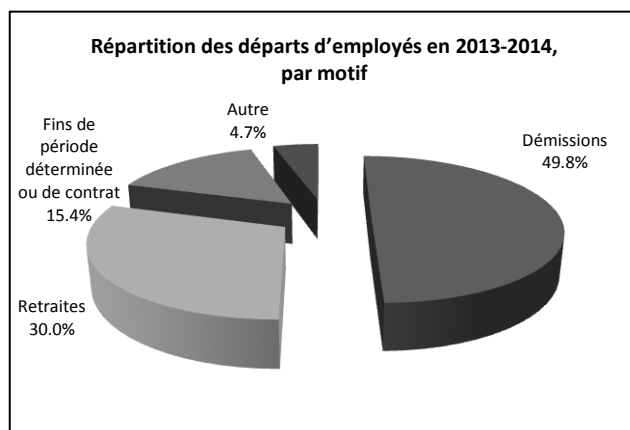


## Roulement du personnel

Le taux global de roulement<sup>8</sup> a augmenté progressivement de 6,4 % en 2009-2010 à 8,1 % en 2011-2012, pour baisser légèrement à 7,7 % en 2013-2014.

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 61 ans au cours des huit derniers exercices<sup>9</sup>.

Au cours de l'exercice 2013-2014, 1 949 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 dont elle est au service. 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 ayant 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 qui 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 Sud-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 emploi reposent sur les autodéclarations des employés.

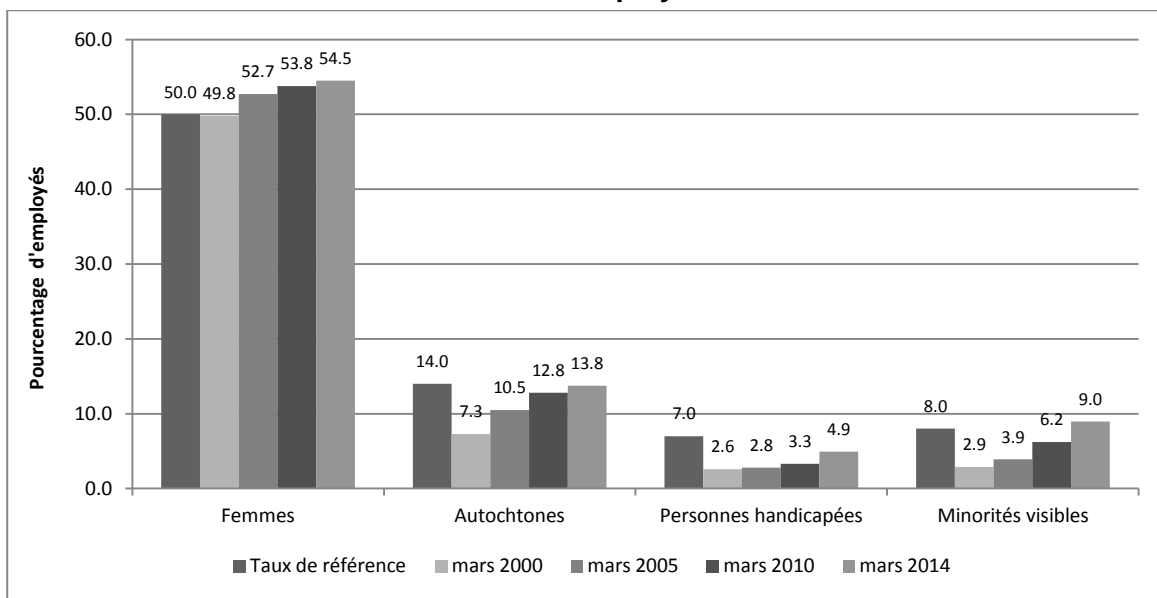
<sup>8</sup> Le taux de roulement est calculé en fonction des employés permanents seulement. Les statistiques sur les départs d'employés comprennent tous les employés (permanents, temporaires, spéciaux, ministériels, occasionnels et contractuels).

<sup>9</sup> Les données sur l'âge moyen de la retraite proviennent de la Régie de retraite de la fonction publique.

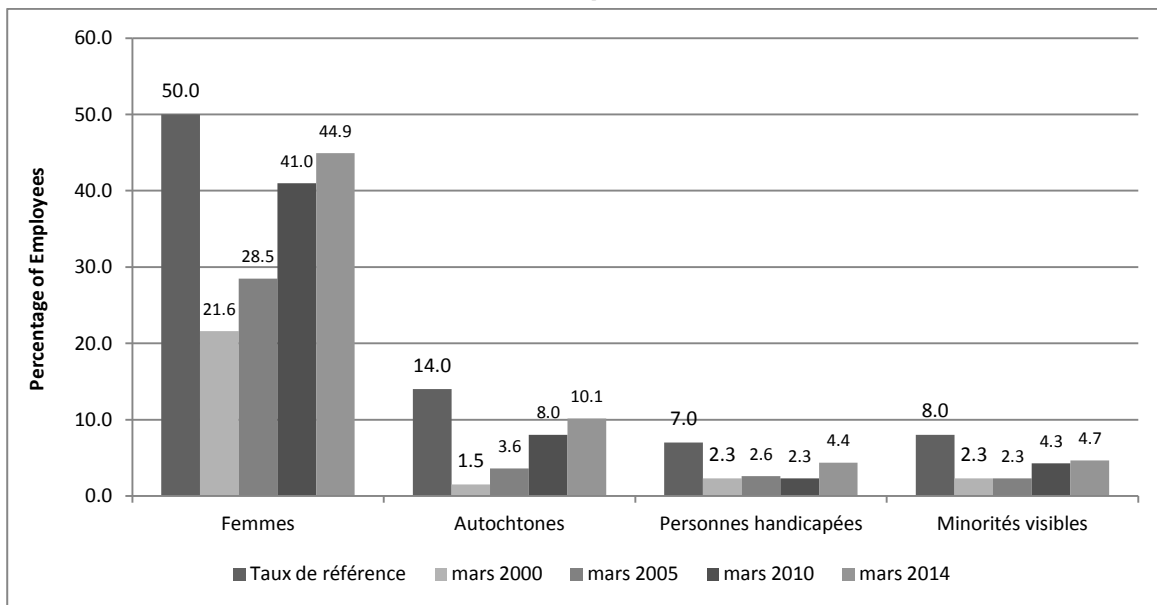
Pour obtenir plus de renseignements sur les activités de 2013-2014 liées à la Stratégie relative à la diversité dans la fonction publique provinciale, consultez le tableau qui traite des programmes de stages, d'équité et de perfectionnement des employés aux pages 27-28.

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 2014.

### Tous les employés<sup>10</sup>



### Cadres supérieurs<sup>10</sup>



<sup>10</sup> 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, assure le développement, la gestion et la prestation de stratégies et de programmes relatifs aux ressources humaines conformément à la *Loi sur la fonction publique*, répondant des politiques générales du gouvernement et appuyant les objectifs ministériels et organisationnels de ce dernier.

La *Loi* prévoit la gestion, l'orientation et l'administration des dossiers liés aux ressources humaines au sein de l'appareil gouvernemental, 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 ou d'un sous-ministre, au ministre responsable de la Fonction publique.

Les programmes et politiques de gestion des ressources humaines relatifs à 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 grande qualité 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 :

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

### **Objectifs**

Les politiques, programmes et services de la Commission visent :

- à offrir des services publics estimés au caractère attrayant, engageant et productif;
- à améliorer un lieu de travail inclusif et respectueux;
- à favoriser une 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* 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  
Lynn Romeo, Civil Service Commissioner (formerly Debra Woodgate)

Debra Woodgate, Civil Service Commissioner, retired from the commission and board in January 2014. The board extends their appreciation for the dedicated service of Ms Woodgate who served as the Civil Service Commissioner from 2006 until her retirement effective January 4, 2014.

The board welcomed Lynn Romeo as the new Civil Service Commissioner effective January 4, 2014.

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 for the Civil Service 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 2013/14

During 2013/14, the board met on a regular basis to review matters of concern arising during the year and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2011/12	2012/13	2013/14
Submissions:			
Staffing Audit Report(s)	-	2	2
Diversity/Employment Equity Audit Report(s)	-	2	2
Progress Memos on Audit Recommendation(s) <sup>11</sup>	1	-	-
Revisions to Staffing Delegation <sup>12</sup>	13	8	6
Human Resource Policy Approval	1	4	2
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 attended the annual conference held by the Manitoba Council of Administrative Tribunals (MCAT Inc.). The chair of the board attended the following events: 2013 United Nations International Day of Persons with Disabilities “Break Barriers, Open Doors: for an Inclusive Society for All” and the 2014

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

<sup>12</sup> Includes delegation of recruitment and selection authority.

International Day for the Elimination of Racial Discrimination: “Why is Diversity of Race Important in Our Workplace”.

Staff presentations to the board included:

- a progress report on the implementation of the recruitment support services unit
- a summary of the results from the 2013 civil service employee engagement survey
- an overview of the diversity and renewal programs for 2013/14
- a presentation on enhancing regional human resource services

Appeals	Fiscal Years		
	2011/12	2012/13	2013/14
Initiated	16	18	19
Carried over from previous year <sup>13</sup>	39	25	24
Withdrawn	23	8	17
Heard	7	11	7
Granted	2	2	1
Granted other than requested	-	-	-
Denied	5	9	6
Carried over to next fiscal year <sup>13</sup>	25	24	19

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 2013/14 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 2013/14	Carried from		Granted			Carried to 2014/15
		2012/13	Withdrawn	Granted	Other	Denied	
Classification	16	21	16	1	-	4	16
Selection	-	1	-	-	-	-	1
Conflict of Interest	1	-	1	-	-	-	-
Benefits Administration	-	-	-	-	-	-	-
Over-Range	1	1	-	-	-	1	1
Dismissal	-	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	1	1	-	-	-	1	1
Implementation of CSC Decision	-	-	-	-	-	-	-
<b>Total</b>	<b>19</b>	<b>24</b>	<b>17</b>	<b>1</b>	<b>-</b>	<b>6</b>	<b>19</b>

<sup>13</sup> 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.

## 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

Activities in 2013/14 included:

- 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 governmental and departmental 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
- 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 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* 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 civil 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 civil 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.

During 2013/14, the commission retained an independent consultant to undertake a review of the Act. The mandate of the review is to consider whether existing procedures within the Act are functioning effectively and to make recommendations that will support and improve its functioning. The commission anticipates receiving the report on the review of the Act in the early part of 2014/15.

The following is a summary of disclosures received by the commission for fiscal year 2013/14:

<b>Information Required Annually (per Section 18 of The Act)</b>	<b>Fiscal Year 2013/14</b>
The number of disclosures received, and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	<b>NIL</b>
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	<b>NIL</b>
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>	<b>NIL</b>

**1(a) EXECUTIVE SUPPORT**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2013/14 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2013/14 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits <sup>(a)</sup>	708	4.00	475	233	1
Other Expenditures	82		86	(4)	
<b>Total Sub-appropriation</b>	<b>790</b>	<b>4.00</b>	<b>561</b>	<b>229</b>	

Note:

- <sup>(a)</sup> Executive Support salaries and employee benefits include aggregate compensation of \$28 paid to Civil Service Commission Board Members in 2013/14.

**Explanation:**

1. The variance is primarily due to retirement costs.

## **POLICY AND PROGRAMS**

### **Overview**

Policy and Programs provides for the development of policies, plans and programs which sustain and inspire public service.

Policy and Programs is committed to the implementation of human resource actions that:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- 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

### **Objectives**

The objectives of Policy and Programs are to ensure the following:

- build representative, inclusive and fulfilling workplaces
- develop employee and organization capacity
- introduce innovative human resource policies and practices
- ensure a consistent and high standard of human resource services
- increase diversity and inclusion throughout government

### **Activities/Results**

- Lead and coordinate departments in the development and implementation of plans in support of the Provincial Civil Service Diversity Strategy. In 2013/14:
  - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2013, as one of Canada's Top Employers for Young People for 2013, and one of Manitoba's Top Employers for 2013
  - continued participation in Project SEARCH, a work experience program for high school students with an intellectual disability
  - began development on the new Manitoba Government Diversity and Inclusion Strategy, which builds on the successes of the previous Provincial Civil Service Diversity Strategy
  - partnered with the University of Winnipeg Tuition Waiver pilot project to provide work experience for youth in foster care who plan to attend a post secondary institution
  - partnered with Manitoba Jobs and the Economy in developing a joint employment initiative for single parents from equity groups in receipt of Employment and Income Assistance
  - continued to partner with Manitoba Children and Youth Opportunities to offer a student-to-employment bridging program for students with a disability
  - expanded the Career Gateway Program to include external job seekers who self-declare as Aboriginal, Visible Minority or a Person with a Disability

- established the Diversity Employee Development Program (DEDP) as a development program for regular employees of the Manitoba government who have demonstrated leadership potential and who self-declare as Aboriginal, Visible Minority or a Person with a Disability
- established the Manitoba Diversity Internship Program (MDIP) to recruit candidates who have self-declared as Aboriginal, Visible Minority or a Person with a Disability into departments facing renewal challenges while helping to address difficult to recruit positions and diversity goals
- planned learning events to celebrate internationally recognized days that promote diversity and inclusion
- launched the Safe Spaces Initiative, which aims to create safe spaces throughout the Manitoba government where employees can feel comfortable seeking information or discussing gender and sexual diversity issues in the workplace, where over 240 employees participated in a variety of learning opportunities offered
- completed a program portfolio review that resulted in restructuring of diversity internship and recruitment programs
- performed audits of the diversity and inclusion performance of two departments to reinforce departmental accountability for diversity and inclusion
- Audit staffing practices of delegated departments to ensure compliance with delegation agreements and related activities. During 2013/14:
  - two (2) audits of staffing practices of departments with delegated staffing authority were completed
  - three (3) applications for delegated staffing authority were reviewed
  - eleven (11) 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 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 2013/14 outreach activities included:
  - participating in 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
  - establishment of a resource that specifically focuses on difficult to recruit positions
- Promote the Manitoba government as an employer of choice. In 2013/14, activities included:
  - implemented the Ambassadors Program to identify positive and knowledgeable employee representatives to promote their respective departments, professions, and the Manitoba government as an employer through career fairs and community events
  - developed an action plan to support age-friendly workplace initiatives to help promote older worker satisfaction and participation

- Support employee networks that engage and encourage future and representative generations of civil servants:
  - New Professionals Network: a group with 1,183 members from across government departments
  - Touchstone: a group of 248 Aboriginal employees from across government departments
  - VM Net: VM Net connects visible minority employees across government departments for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship and has nearly 300 members

These groups are described in Appendix C on pages 53-54.

- Develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity. In 2013/14 a total of 92 employees participated in formal training on recruitment and selection:
  - 48 employees attended Staffing Skills for Managers and Human Resource Practitioners
  - 44 managers attended Strategic Staffing: Understanding the Recruitment Process
- Develop, implement, communicate and support policies and initiatives that promote a positive workplace environment in government.

### 1(b) POLICY AND PROGRAMS

Expenditures by Sub-appropriation	Actual 2013/14 \$(000s)	FTEs	Estimate 2013/14 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	1,712	22.00	1,915	(203)	1
Other Expenditures	754		1,160	(406)	2
Less: Recoverable from other Appropriations	(277)		(277)	-	
<b>Total Sub-appropriation</b>	<b>2,189</b>	<b>22.00</b>	<b>2,798</b>	<b>(609)</b>	

#### Explanations:

1. The decrease is primarily due to vacancy management as well as savings associated with the Voluntary Reduced Work Week program.
2. The variance is primarily due to the following:
  - Funding to Organization and Staff Development (OSD) for the provision of corporate training and development opportunities across government no longer being required as OSD is now part of the Commission.
  - Delayed enhancements to the Job Opportunities Website.
  - Expenditure management initiatives.

# 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, which includes:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee 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, responsible for providing common training. OSD is discussed separately on pages 33-34.

## 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.
  - continued the planning and implementation of human resource services realignment
  - further develop the shared services centre to provide a centralized and consistent approach to the coordination and delivery of several human resource programs, including supportive employment
  - delivered a centralized pay and benefits centre to optimize efficiencies and provide consistent pay and benefits services to clients

- Manage the recruitment and selection function. In 2013/14:
  - 1,103 competitions for which there were 32,714 applicants of which 5,570 were interviewed (for additional detail see Appendix D on page 56).
  - 1,604 appointments
  - conducted 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.
  - participated in department renewal and strategic planning
- Establish human resource practices that advance diversity and inclusion goals. In 2013/14:
  - 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 Policy and Programs Branch, 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.
  - maintained 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)
  - provided 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.
  - created Human Resources training program and revised training material
  - designed and implemented a pilot experiential learning program for executive leaders
- 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.
- Align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably.
  - participated 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**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2013-14 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2013-14 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	13,226	197.00	13,820	(594)	1
Other Expenditures	2,113		1,890	223	2
Less: Recoverable from other Appropriations	(345)		(346)	1	
<b>Total Sub-appropriation</b>	<b>14,994</b>	<b>197.00</b>	<b>15,364</b>	<b>(370)</b>	

**Explanations:**

1. The decrease is primarily due to vacancy management as well as savings associated with the Voluntary Reduced Work Week program.
2. The increase is primarily due to the one-time costs associated with the centralization of the pay and benefits function.



## 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. These programs provide distinct training and development opportunities related to the skills and abilities required in the civil service, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

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

### Objectives

Internship, Equity and Employee Development program objectives are to:

- increase diversity and inclusion 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:

<b>Internship, Equity and Employee Development Programs</b>	Total participants in the program <sup>14</sup>	Participants hired into government positions	Number of participants currently in the program
<b>Internship Programs</b>			
Aboriginal Public Administration Program*	40	33	0
Internship Program for Persons with a Disability*	18	15	0
Management Internship Program	98	75	8
Manitoba Diversity Internship Program (MDIP)**	2	0	2

<sup>14</sup> Represents current number of participants since program inception

\* Redesigned and incorporated into the Manitoba Diversity Internship Program (MDIP).

\*\* Introduced in 2013/14 – for more information on the program see page 50.

<b>Internship, Equity and Employee Development Programs</b>	Total participants in the program <sup>15</sup>	Participants hired into government positions	Number of participants currently in the program
<b>Placement Programs</b>			
Career Gateway Program *	65	23	20
Regular Stream	25	6	14
Referral Stream	13	13	0
Career Gateway Pilot Projects**	27	4	6
Career Gateway Program for Visible Minorities***	249	230	0
Career Gateway Extension Project****	11	10	0
Engineering/Technical Training Project***	12	7	0
Volunteers in Public Service Program	88	40	2
Project SEARCH <sup>10</sup>	25	7	10
Career Assistance Program for Persons with a Disability***	173	122	0
<b>Employee Development Programs</b>			
Diversity Employee Development Program (DEDP)*	14	N/A	14
Aboriginal Management Development Program****	52	N/A	0
Professional Development Program for Persons with a Disability*	15	N/A	14

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on pages 50-55.

<sup>10</sup> Includes summer employment terms through Student Temporary Employment Program (STEP)

\* Introduced in 2013/14 – for more information on the programs see page 53.

\*\* Includes Pilot Projects - Tuition Waiver, CareerOptions for Students with Disabilities and *Manitoba Works!*

\*\*\* Redesigned and incorporated into the new Career Gateway Program (CGP).

\*\*\*\* Redesigned and incorporated into the Diversity Employee Development Program (DEDP).

**1(d) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2013/14 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2013/14 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Internship, Equity and Employee Development	430	42.50	682	(252)	1
<b>Total Sub-appropriation</b>	<b>430</b>	<b>42.50</b>	<b>682</b>	<b>(252)</b>	

**Explanation:**

1. Under expenditure is attributable to a number of factors including early placement of interns in department positions, leaves without pay, 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 23 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

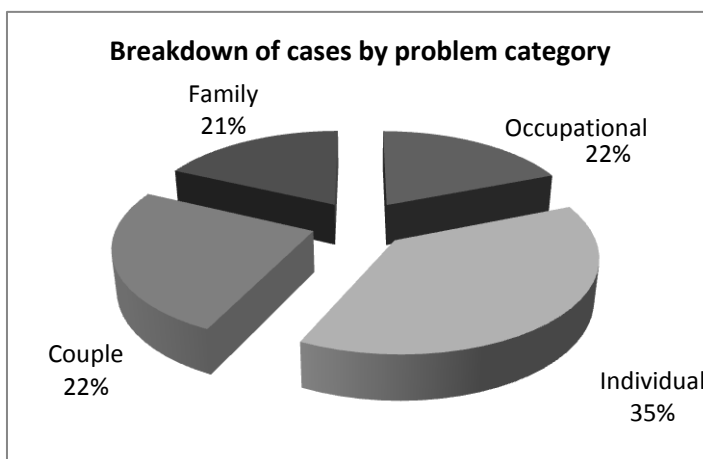
### Activities/Results

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

- 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 2013/14, a total of 2,214 cases were dealt with by counsellors, an increase of 44 cases over the year prior.

The chart demonstrates the breakdown of new cases by category.



- Specialized clinical services:

	2013/14	
	Number of new cases	Number of employees involved
<b>Clinical Services</b>		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	9	19
Trauma management (consultations, critical incident debriefing, individual counselling)	16	204
Sexual harassment (consultations, counselling, post-investigation debriefings)	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 2013/14:
  - additional emphasis continued to be placed on employee outreach with 21 EAP information sessions held, attended by 1,145 employees
  - responded to requests for presentations on various topics with 15 specialized sessions (e.g. sexual harassment, bullying, change transition) and 505 employees attended
- Requests from managers for advice which in 2013/14 resulted in 270 consultations.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 80% of services are provided within the Manitoba civil service with the remaining 20% provided under fee for service contracts to public service organizations.

In 2013/14, a total of 4,338 individual employees or their immediate family members received the services of the EAP.

#### 1(e) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2013/14 \$(000s)	FTEs	Estimate 2013/14 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	737	9.00	788	(51)	
Other Expenditures	188		184	4	
Less: Recoverable from other Appropriations	(223)		(218)	(5)	
<b>Total Sub-appropriation</b>	<b>702</b>	<b>9.00</b>	<b>754</b>	<b>(52)</b>	

Note: Includes funding for the Respectful Workplace Office.

## **RESPECTFUL WORKPLACE OFFICE**

### **Overview**

The Respectful Workplace Office (RWO) helps Manitoba government employees 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:

- individual/group consultation (understanding respect, trust and values; clarifying specific behaviours/expectations; role clarification; one-on-one interviews)
- education (early resolution process)
- Respectful Workplace policy interpretation (developing action plans to align with the policy)
- developing group specific information/training tools (participatory resolution to existing conflicts)
- referral to other therapeutic or restorative programs
- problem work environment assessments (responsibility clarified, ownership)
- supervisor/employee coaching

In 2013/14 the RWO delivered 71 customized education sessions with 2,470 employees participating and dealt with 47 new cases involving 387 employees.

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

- Work Environment (24%)
- Abuse of Authority (22%)
- Harassment/Bullying (21%)
- Inappropriate Behaviour (16%)
- Communication Style (10%)
- Other (7%)

The resolution of these cases included education (all), mediation (9), workplace assessment/intervention (17), individual coaching (21).

The RWO also undertook 169 consultation sessions with employees, managers, and human resource staff regarding a variety of workplace issues.

Funding for the RWO is provided for in sub-appropriation 1(e) Employee Assistance Program.

## **ORGANIZATION AND STAFF DEVELOPMENT**

### **Overview**

Organization and Staff Development (OSD) provides learning and development opportunities and organizational consulting services that enable employees, individually and in groups, to deliver on government's service commitments. In addition, OSD provides leadership and support to departments in the implementation of learning plans and strategic employee development.

### **Objectives**

The objectives of OSD are to:

- align learning and development programming and services with corporate and department goals and priorities
- lead employee development towards continuous learning
- enhance the organization management and leadership capacity of the government to achieve results of higher public value at a lower overall cost to society
- develop a civil service with the skills and abilities to meet the government's present and future operational demands
- be a strategic partner with departments to meet their common learning and development needs to sustain effective government

### **Activities/Results**

The activities and results accomplished by OSD are:

- delivered open-registration and in-house sessions of workshops and online courses to meet the common training needs of Manitoba government employees throughout Manitoba
- piloted Executive Leadership Development Program (see program details on page 54)
- revised Management Consulting strategy and conducted procurement process for Management Consultants
- collaborated with Service Quality Partners – Policy Developers Network and Manitoba Institute for Policy Research to enhance learning and development opportunities for policy developers

## 1(f) ORGANIZATION AND STAFF DEVELOPMENT

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2013/14 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2013/14 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	776	12.00	777	(1)	
Other Expenditures	728		715	13	
Less: Recoverable from other Appropriations	(897)		(1,492)	595	1
<b>Total Sub-appropriation</b>	<b>607</b>	<b>12.00</b>	<b>0</b>	<b>607</b>	

### Explanation:

1. The variance is primarily due to the reduction in recoveries from Policy and Programs for corporate training and development opportunities across government, as OSD is now part of the Commission, as well as reduced recoveries from other departments.



## **CORPORATE SERVICES (MANITOBA FINANCE AND CIVIL SERVICE COMMISSION)**

### **Overview**

In August 2012, the Corporate Services Division of Manitoba Finance was created as part of a shared services initiative. The Division consists of two branches Finance and Administration Shared Services and Information Communication Technology Shared Services that support the Civil Service Commission.

The Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of and accountability for the department's resources. The branch provides shared services to Manitoba Finance, Civil Service Commission and Executive Council.

Information Communication Technology Shared Services Branch provides guidance and effective management of Information and Communications Technology (ICT) investments for the Civil Service Commission and Manitoba Finance.

*Additional information on the Corporate Services Division - Finance is included in Manitoba Finance's 2013/14 Annual Report.*

## COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

### 17-2 COSTS RELATED TO CAPITAL ASSETS

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2013/14 \$(000s)</b>	<b>Estimate 2013/14 \$(000s)<sup>(a)</sup></b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Costs related to Capital Assets	43	43	-	-
<b>Total Sub-appropriation</b>	<b>43</b>	<b>43</b>	<b>-</b>	<b>-</b>

Note:

(a) Estimate includes an allocation of \$2 from Internal Service Adjustments (26-4) to reflect a one-time adjustment for amortization expense as a result of Organization and Staff Development's integration into the Civil Service Commission.

## **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**

<b>DETAILS</b>	<b>2013/14 ESTIMATES \$(000s)</b>
<b>2013/14 MAIN ESTIMATES</b>  <b>Allocation of funds from:</b> - Internal Service Adjustments (26-4)	<b>20,200</b>   <b>2</b>
<b>2013/14 ESTIMATES</b>	<b>20,202</b>

**Expenditure Summary**  
**Civil Service Commission**  
**for the fiscal year ending March 31, 2014**  
(with comparative figures for the previous fiscal year)

Estimate 2013/14 \$(000s) <sup>(a)</sup>	Appropriation	Actual 2013/14 \$(000s)	Actual 2012/13 \$(000s)	Increase/ (Decrease) \$(000s)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Support				
475	Salaries and Employee Benefits	708	450	258	1
86	Other Expenditures	82	81	1	
	(b) Corporate Services				
1,915	Salaries and Employee Benefits	1,712	1,679	33	
1,160	Other Expenditures	754	979	(225)	2
(277)	Less: Recoverable from other appropriations	(277)	(277)	-	
	(c) Human Resource Operations				
13,820	Salaries and Employee Benefits	13,226	12,730	496	3
1,890	Other Expenditures	2,113	1,990	123	
(346)	Less: Recoverable from other appropriations	(345)	(345)	-	
682	(d) Internship, Equity and Employee Development	430	1,386	(956)	4
	(e) Employee Assistance Program				
788	Salaries and Employee Benefits	737	688	49	
184	Other Expenditures	188	184	4	
(218)	Less: Recoverable from other appropriations	(223)	(203)	(20)	
	(f) Organization and Staff Development				
777	Salaries and Employee Benefits	776	-	776	5
715	Other Expenditures	728	-	728	5
(1,492)	Less: Recoverable from other appropriations	(897)	-	(897)	5
20,159	<b>TOTAL 17-1</b>	19,712	19,342	370	
43	17-2 Costs Related to Capital Assets	43	40	3	
20,202	<b>TOTAL 17</b>	19,755	19,382	373	

Note:

<sup>(a)</sup> Estimate includes an allocation of \$2 from Internal Service Adjustments (26-4) to reflect a one-time adjustment for amortization expense as a result of Organization and Staff Development's integration into the Civil Service Commission.

**Explanations:**

1. The year-over-year increase is primarily attributed to retirement costs.
2. Decrease is primarily due to the reduction in funding provided to Organization and Staff Development (OSD) for corporate training and development opportunities across government as OSD is now part of the Commission.
3. Actual salary expenditures were higher in 2013/14 due to filling of positions, retirement costs and general salary increases.
4. Decrease is due to the Internship, Equity and Employee Development Programs being redesigned for 2013/14. In addition, start-up dates for the Internship Programs were delayed from previous May/June starts to late 2013/14.
5. The year-over-year variance is a direct result of the integration of OSD into the Civil Service Commission from Special Operating Agency status.

**Revenue Summary**  
**Civil Service Commission**  
**for the fiscal year ending March 31, 2014**  
(with comparative figures for the previous fiscal year)

<b>Actual 2012/13 \$(000s)</b>	<b>Actual 2013/14 \$(000s)</b>	<b>Increase/ (Decrease)</b>	<b>Source</b>	<b>Actual 2013/14 \$(000s)</b>	<b>Estimate 2013/14 \$(000s)</b>	<b>Variance \$(000s)</b>	<b>Expl. No.</b>
			<b>OTHER REVENUE</b>				
77	58	(19)	(a) Sundry *	58	62	(4)	1
			<b>GOVERNMENT OF CANADA</b>				
-	23	23	Canada School of Public Service	23	31	(8)	2
<b>77</b>	<b>81</b>	<b>4</b>	<b>TOTAL</b>	<b>81</b>	<b>93</b>	<b>(12)</b>	

\* Revenue from Employee Assistance Program services to external clients.

**Explanations:**

1. Revenue is lower in 2013/14 primarily due to a one-time Manitoba Public Insurance (MPI) Income Replacement Indemnity - \$(11) as well as Employee Assistance Program (EAP) contract terminations with MPI - \$(3) and The Manitoba Museum - \$(4) in 2012/13.
2. Increased revenue year-over-year is due to Organization and Staff Development (OSD) becoming part of the Civil Service Commission effective 2013/14. In 2012/13, OSD reported revenue in its own annual report.

**Five Year Expenditure and Staffing Summary by Main Appropriation  
Civil Service Commission  
for the years ending March 31, 2009 - March 31, 2014**

Main Appropriation	Actual/Adjusted Expenditures*									
	2009/10		2010/11		2011/12		2012/13		2013/14	
	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)
17-1 Civil Service Commission	296.50	20,888	296.50	19,886	296.50	19,846	296.50	19,342	286.50	19,712
17-2 Costs Related to Capital Assets	-	41	-	40	-	40	-	40	-	43
<b>Total</b>	<b>296.50</b>	<b>20,929</b>	<b>296.50</b>	<b>19,926</b>	<b>296.50</b>	<b>19,886</b>	<b>296.50</b>	<b>19,382</b>	<b>286.50</b>	<b>19,755</b>

\* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review.

Adjusted FTE figures have been restated to reflect a 12.00 FTE increase due to the re-integration of Organization and Staff Development (OSD), formerly with Special Operating Agency status, within the Civil Service Commission in 2013/14. The historical financial data has not been adjusted in recognition that OSD's funding was not part of Core Government and was recoverable from other appropriations during that period.



## CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2013/14 reporting year. This is the ninth year in which all Manitoba government departments have included a standardized Performance Measures section 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](http://www.manitoba.ca/performance).

Your comments on performance measures are valuable to us. You can send comments or questions to [mbperformance@gov.mb.ca](mailto: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 2013/14 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	Total participants as of March 31, 2006:  Certificate in Public Sector Management Program (CPSM) – n/a <sup>16</sup>  Essentials of Supervision Certificate Program (EOS) – n/a <sup>16</sup>	Total participants as of March 31, 2014:  CPSM – 172 have completed the program  EOS – 111 have completed the program	Continuing increases for most indicators.	

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<sup>16</sup> These programs were introduced subsequent to March 31, 2006. Please refer to program details on pages 54-55.

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 2013/14 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
	development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	<p>Office Professionals Certificate Program (OPCP) – 166 have completed the program</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a<sup>17</sup></p> <p>Executive Leadership Development Program (ELDP) – n/a<sup>17</sup></p>	<p>OPCP – 245 completed program</p> <p>OPCP was replaced with the new Certificate in Public Sector Office Administration (CPSOA)</p> <p>CPSOA - 22 have completed the program</p> <p>ELDP - 26 have completed the program</p>		

<sup>17</sup> These programs were introduced subsequent to March 31, 2006. Please refer to program details on pages 54-55.

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 2013/14 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, 2014:</p> <p>Women: 54.5%</p> <p>Aboriginal persons: 13.8%</p> <p>Persons with a disability: 4.9%</p> <p>Visible minorities: 9.0%</p>	<p>Trend data from 2003 to 2014 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 2013/14 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 percentage decrease between 2007 and 2013 on the employee engagement survey, more employees indicated that their department has developed strategies for building a diverse workplace.	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 2013/14 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>6,470 participants, including employees within the civil service and external participants attended training workshops or in-department development events delivered by OSD.</p>	<p>Data as of March 31, 2014:</p> <p>4,224 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 external participants.</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		
	2011/12	2012/13	2013/14
Number of Civil Service Employees	15,300	15,133	14,815

### By Department for 2013/14<sup>1</sup>

Department	As at March 31, 2014
Offices of the Legislative Assembly	143
Executive Council	25
Aboriginal and Northern Affairs	81
Agriculture, Food and Rural Development	356
Children and Youth Opportunities	81
Civil Service Commission	254
Conservation and Water Stewardship	935
Education and Advanced Learning	462
Family Services	2,014
Finance	441
Health	1,393
Housing and Community Development	175
Infrastructure and Transportation	2,601
Jobs and the Economy	645
Justice	4,048
Labour and Immigration	347
Mineral Resources	95
Multiculturalism and Literacy	18
Municipal Government	258
Tourism, Culture, Heritage, Sport and Consumer Protection	425
Other Non Core Enterprises*	18
<b>Total</b>	<b>14,815</b>

\* Includes Public Schools Finance Board and All Charities.

#### Explanation:

1. The above figures are adjusted to reflect the October 18, 2013 reorganization and are based on active regular, term, technical, departmental, casual and 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:**

#### **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, 98 individuals have participated in the program with 75 obtaining positions within the civil service. There were eight (8) participants in the program at March 31, 2014.

The program includes the former Aboriginal Public Administration Program and Internship Program for Persons with a Disability.

#### **Manitoba Diversity Internship Program (MDIP)**

This program is designed to proactively recruit individuals who self-declare as a Person with a Disability, Aboriginal Person, or a Visible Minority. The recruitment focuses on position/occupation specific placements and is designed to assist departments with renewal challenges while helping address difficult to recruit positions and diversity goals.

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

Since the program began in May 2013, there have been 2 participants recruited into the program and both remain as current participants at March 31, 2014.

#### **Career Gateway Program (CGP)**

The program was established in May 2013 to recruit and introduce Aboriginal, Visible Minority or Person with a Disability candidates to the systems and processes of government, giving them opportunities to develop skills and experiences so that they may successfully compete for a career within the civil service. The program has 2 streams - placement and referral. Under the placement stream, the commission provides FTEs and/or funding to departments which provide employment to self declaring individuals. Through the program referral stream, the commission refers candidates to departments with ongoing competitions or vacant positions for which the individuals either compete, or if there are no other qualified applicants, they may be directly appointed. Placements are normally between 3 to 24 months.

To further enhance this program, three pilot initiatives were implemented in partnership with Manitoba Jobs and the Economy and Manitoba Children and Youth Opportunities. The initiatives include the Manitoba Works! for single mothers who are recent recipients of employment and income assistance, the Youth Internship Program (Tuition Waiver) for youth who have been a ward of the foster care system and plan to attend a post secondary education institution, and the Joint Transition Initiative for past participants of MB4Youth's CareerOptions for Students with a Disability (COSWD).

On its first year intake, sixty-five (65) individuals have participated in this program including thirteen (13) individuals who successfully obtained positions through the referral process. Twenty-three had transitioned to departmental positions and twenty (20) participants are currently in the program, including six (6) from the pilot initiatives.



The program incorporates the former Career Assistance Program for Persons with a Disability (CAP-PWD).

### **Aboriginal Public Administration Program (APAP)**

This program was established in 1999 to recruit Aboriginal persons into the civil service and develop the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. In 2013, the program is no longer offered as a distinct program but as a component of the new Career Gateway Program and Manitoba Diversity Internship Program.

Forty (40) individuals have participated in the program with thirty-three (33) individuals obtaining positions within the civil service.

### **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 two-year internship program offered 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 provided 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. This program has been incorporated into the Manitoba Diversity Internship Program.

Eighteen (18) individuals have participated in the program and fifteen (15) individuals have obtained positions within the civil service.

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

This program was designed to promote the placement of persons with a disability within government positions. Placements were short term and departments were 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 commission, departments were provided both a vacant position and funding to facilitate term employment for a person with a disability.

Since the program began in 2001, 173 individuals had participated in the program either through placements or direct referrals with 122 obtaining positions in the civil service. Six (6) participants from the last intake transitioned to the new Career Gateway Program.

The program has been incorporated into the Career Gateway Program.

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

This program began in 2004 to increase access to employment opportunities and provide training and development to visible minorities. Placements were normally between 6-24 months.

Referrals were also made directly to vacant positions in departments for which the individuals either competed or were directly appointed if there were no other qualified applicants.

Since the program began in 2004, 249 individuals have participated in the program (either through placements or direct referrals) with 230 obtaining positions within the civil service. Four (4) participants from the last intake transitioned to the new Career Gateway Program.

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

This initiative supplemented the Career Gateway Program by increasing the number of placements that can be made at any one time. Until 2011, placements were previously funded by the Manitoba Opportunities Fund.

Since this initiative began in the fall of 2008, eleven (11) individuals have participated in the program (including two program support employees), with ten (10) individuals obtaining positions within the civil service. As of date, this initiative is no longer being offered.

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

This initiative provided 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. Developmental placements were 6-12 months in duration. Until 2011, placements were previously funded by the Manitoba Opportunities Fund.

Since the program began in the fall of 2008, twelve (12) individuals have participated in the program with seven (7) individuals 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.

## **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, 88 individuals have participated in the program with forty (40) individuals obtaining positions within the civil service following their volunteer experience and two (2) individuals were in ongoing placements as at March 31, 2014.

## **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 an intellectual disability 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, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

Since 2011/12, twenty-five (25) students have participated in the program, with seven (7) students

obtaining positions within the government of Manitoba as term or student temporary employment (STEP). Ten (10) students remain in the program at March 31, 2014.

## **Employee Development Programs:**

### **Diversity Employee Development Program (DEDP)**

This program was launched in 2013/14, with the first program intake occurring in February 2014. This is a one-year development program for existing regular employees of the government who have demonstrated leadership potential and who self-declared as a member of one of the following employment equity groups: Aboriginal, Visible Minority, or Person with a Disability.

Interested employees were invited to submit an application to the program, including a learning plan supported by their manager and one individual was selected from each department where an employee had expressed an interest in participating.

Fourteen (14) employees were selected to participate from across government; 14 participants were in the program at March 31, 2014.

### **Aboriginal Management Development Program (AMDP)**

This program which began in 1996 provided 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 included centrally managed work assignments, orientation, structured training, networking and mentoring over a two-year period. Participants were selected by their departments. The number of individuals participating varied depending on the number identified by departments.

Until the last intake of the program, fifty-two (52) employees have participated. This program has been incorporated into the Diversity Employee Development 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 was 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. This program has been incorporated into the Diversity Employee Development Program.

Fourteen (14) out of the fifteen (15) individuals who entered the program in 2011 completed the program in September 2013.

## **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 1,183 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 more experienced employees as well as newcomers to the Manitoba government, and relies on 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 nearly 300 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 (ELDP)**

The Executive Leadership Development Program (ELDP), a new corporate development program for Director/Executive Director level employees across departments, was designed to prepare participants for the executive role and to ensure capacity at the executive leadership level in the Manitoba government. The focus for the program is informal learning and includes facilitated group discussions, case studies, peer mentoring, and an executive leader speaker series offered throughout the year. Participants also engage in personal self assessments, complete team project assignments and develop a strong peer network, continuing to meet informally to strengthen their peer network. Participants are currently learning 'on the job' through coaching and mentoring opportunities with senior executive leaders.

Twenty-six (26) Directors/Executive Directors were selected to participate in the one-year pilot offering, which concluded 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 172 individuals completing the program to date. In 2013/14, 36 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 (or condensed "Boot Camps") 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 133 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 3,457 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 her/his 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 in March 2011. Currently there are 37 individuals participating in this program while 22 participants 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 245 participants have completed the program. As this program will formally conclude on March 31, 2015, those remaining in the program have been encouraged to complete program requirements and/or transfer to the CPSOA.

## Appendix D - Competition Statistics

### 3 Year Comparative Total

In 2013/14 there were a total of 1,103 competitions for positions within the civil service with a total of 32,714 applications for these positions, or an average of 30 applications per competition.

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

	Fiscal year ending March 31 <sup>st</sup>		
	2011-12	2012-13	2013-14
<b>Competition Totals</b>	<b>1,500</b>	<b>1,218</b>	<b>1,103</b>
Applications received:			
Internal	7,513	6,399	6,495
External	40,910	27,228	26,219
<b>Total</b>	<b>48,423</b>	<b>33,627</b>	<b>32,714</b>
Applicants interviewed:			
Internal	2,816	2,363	2,270
External	5,992	3,807	3,300
<b>Total</b>	<b>8,808</b>	<b>6,170</b>	<b>5,570</b>
Appointments:			
Internal	936	791	736
External	1,218	893	868
<b>Total</b>	<b>2,154</b>	<b>1,684</b>	<b>1,604</b>

Shown graphically as a percentage of the total:

