

Manitoba Civil Service Commission
Commission de la fonction publique du Manitoba

Annual Report
2017-2018

Rapport annuel
2017-2018



Manitoba Civil Service Commission

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Commission de la fonction publique

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MINISTER RESPONSIBLE FOR THE CIVIL SERVICE

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Her Honour the Honourable Janice Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg MB R3C 0V8

May It Please Your Honour:

I have the privilege of presenting the 100th Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2017 to March 31, 2018.

Respectfully submitted,

Original signed by

Honourable Scott Fielding
Minister responsible for the Civil Service





MINISTER RESPONSIBLE FOR THE CIVIL SERVICE

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Son Honneur l'honorable Janice Filmon, C.M., O.M.
Lieutenant-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (MB) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai le privilège de vous soumettre le centième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1^{er} avril 2017 au 31 mars 2018.

Le tout respectueusement soumis.

Le ministre responsable de la Fonction publique,

Original signé par

Scott Fielding



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

Dear Minister Friesen:

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 100th Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2017 to March 31, 2018 and includes a review of the commission's activities over that period.

Respectfully submitted,

Original signed by

Robert Pruden
Chairperson
Manitoba Civil Service Commission Board

M. Scott Fielding
Ministre responsable de la Fonction publique
Palais législatif, bureau 103
Winnipeg (MB) R3C 0V8

Monsieur,

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

Le rapport couvre la période allant du 1^{er} avril 2017 au 31 mars 2018 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis.

Le président du Conseil de la Commission de la fonction publique du Manitoba,

Original signé par

Robert Pruden



Civil Service Commission

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

Mr. Robert Pruden
Chairperson
Civil Service Commission Board

Dear Mr. Pruden:

I am honoured to present the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2017 to March 31, 2018.

The Commission has played a key role in carrying out government priorities by supporting the broader civil service. The Commission continues to provide human resource supports that enable departments in service delivery and has embraced the government-wide challenge to transform the work and culture within the public service. We look forward to the opportunities that the coming year will bring, and will continue to ensure that we build upon existing foundational values, ethics and guiding principles.

The department supported government's focus on outcomes and improving service delivery for all Manitobans. At the same time, we have implemented measures to ensure that our public services are sustainable. The Public Services Sustainability Act was passed in June 2017 and establishes a framework for compensation. This Act allows public sector employers and unions to undertake collective bargaining in a fair, reasonable and affordable manner.

The Civil Service Commission demonstrated a commitment to continuous improvement, innovation and streamlining. We have undertaken several projects to align processes with government priorities and ensure value for money. For example, the department identified opportunities to more effectively classify positions and administer compensation. Human resource processes were streamlined to increase the accessibility of job opportunities by Manitobans.

We supported Manitoba government employees over the course of the year, including providing a Gender and Diversity Analysis Toolkit which was developed in partnership with the Manitoba Status of Women Secretariat. Important work to ensure Manitoba government employees work in a respectful, harassment-free environment has continued.

In partnership with the French Language Secretariat, Organization and Staff Development launched a new online course on Active Offer of French Language Services, the first online course to be made available in both official languages.

The Manitoba government is proud to have been recognized again in 2017/18 with awards as one of Manitoba's Top Employers, one of Canada's Top Employers for Young People, and one of Canada's Best Diversity Employers. We continue to uphold principles of fair, meritorious, equitable, and diverse staffing practices, as well as offering training and development programs to promote and enable professional growth of employees across government.

Respectfully submitted,

Original signed by

Charlene Paquin
Civil Service Commissioner





Civil Service Commission

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

M. Robert Pruden
Président
Conseil de la Commission de la fonction publique

Monsieur,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba (« la Commission ») pour la période du 1^{er} avril 2017 au 31 mars 2018.

La Commission a joué un rôle clé dans la réalisation des priorités du gouvernement en soutenant la fonction publique dans son ensemble. La Commission continue à fournir un soutien en matière de ressources humaines qui permet aux ministères d'offrir leurs services et elle s'est attaquée au défi de transformer le travail et la culture de la fonction publique dans l'ensemble du gouvernement. Nous sommes impatients de saisir les possibilités qui s'offriront à nous au cours de l'année à venir et nous continuerons à aller de l'avant en nous appuyant sur les valeurs fondamentales, l'éthique et les principes directeurs existants.

Le ministère a soutenu l'approche du gouvernement axée sur les résultats et l'amélioration de la prestation des services à la population. En même temps, nous avons mis en place des mesures afin de garantir la viabilité des services offerts au public. Un cadre applicable aux augmentations de rémunération a été proposé en vertu de la Loi sur la viabilité des services publics qui a été adoptée en juin 2017. En vertu de cette loi, les employeurs et les syndicats du secteur public peuvent entreprendre des négociations collectives d'une manière équitable, raisonnable et abordable.

La Commission de la fonction publique a démontré un engagement pour l'amélioration, l'innovation et la rationalisation continues. Nous avons entrepris plusieurs projets visant à aligner les processus avec les priorités du gouvernement et à garantir la rentabilité. Le ministère a notamment trouvé des manières de classer les postes et de gérer la rémunération de manière plus efficace. Les processus des ressources humaines ont été rationalisés afin d'accroître l'accessibilité des possibilités d'emploi pour les Manitobains.

Nous avons soutenu les employés du gouvernement du Manitoba tout au long de l'année, notamment avec la mise en place d'une trousse à outils d'analyse de la diversité et de l'égalité des sexes qui a été créée en partenariat avec le Secrétariat à la condition féminine du Manitoba. Nous avons poursuivi l'important travail visant à garantir aux employés du gouvernement du Manitoba un environnement respectueux, sans aucune forme de harcèlement.

En partenariat avec le Secrétariat aux affaires francophones, la Direction du perfectionnement et de la formation a lancé un nouveau cours en ligne sur l'offre active de services en français, le premier cours en ligne offert dans les deux langues officielles.

Le gouvernement du Manitoba est fier d'avoir été nommé encore une fois, en 2017-2018, l'un des meilleurs employeurs au Manitoba, et l'un des meilleurs employeurs au Canada pour les jeunes et en ce qui concerne la diversité. Nous demeurons fidèles à nos principes et nous maintenons des pratiques de dotation de personnel justes et équitables, qui sont fondées sur le mérite et qui contribuent à la diversité, et nous continuons d'offrir des programmes de formation et de perfectionnement professionnel afin de promouvoir la croissance professionnelle de tous les employés du gouvernement.

Le tout respectueusement soumis.

Original signé par

Charlene Paquin
Commissaire de la Fonction publique



Table of Contents / Table des matieres

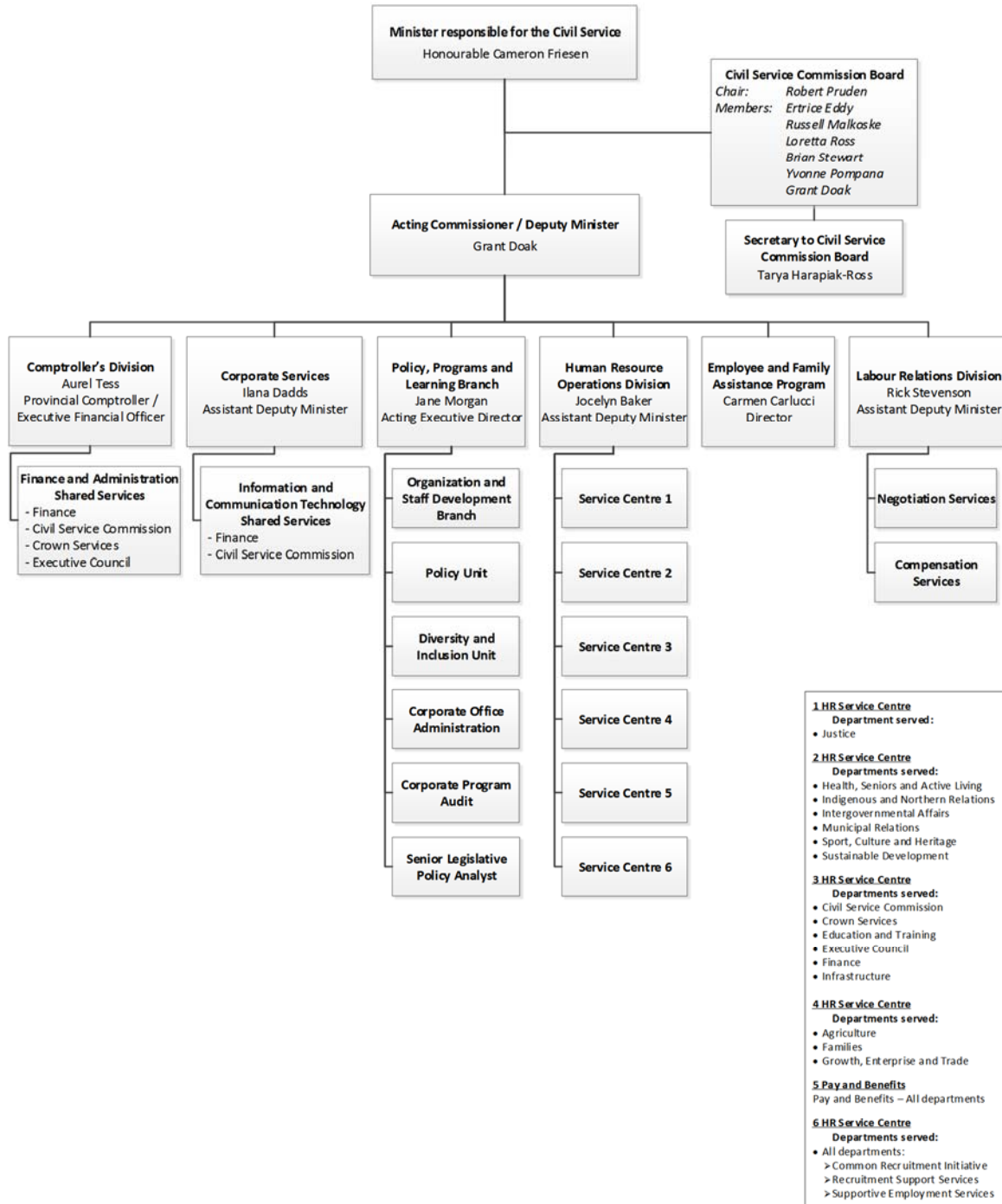
ORGANIZATION CHART	1
ORGANIGRAMME	2
INTRODUCTION AND OVERVIEW	3
Report Structure	3
Role of the Civil Service Commission	3
Vision	3
Mission.....	3
Goals	3
Governing Legislation	3
The Civil Service Act	3
The Public Interest Disclosure (Whistleblower Protection) Act	4
Environmental Scan	5
Composition of the Civil Service	5
Age Demographics	6
Employee Turnover	8
Diversity and Inclusion.....	8
INTRODUCTION ET APERÇU	11
Structure du rapport	11
Rôle de la Commission de la fonction publique	11
Vision	11
Mission.....	11
Objectifs.....	11
Lois et règlements en vigueur	11
Loi sur la fonction publique.....	11
Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)	12
Analyse environnementale.....	13
Composition de la fonction publique	13
Répartition par âge	14

Roulement du personnel	16
Diversité et inclusion.....	16
CIVIL SERVICE COMMISSION BOARD.....	19
Board Members.....	19
Administration of The Civil Service Act.....	19
Quasi-Judicial Appeal Function	20
Board Activities 2017/18	20
EXECUTIVE SUPPORT	22
Overview	22
Objectives.....	22
Activities	22
POLICY, PROGRAMS AND LEARNING.....	24
Overview	24
Objectives.....	24
Activities/Results	24
HUMAN RESOURCE OPERATIONS.....	28
Overview	28
Objectives.....	28
Activities/Results	28
INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT	31
Overview	31
Objectives.....	31
Activities/Results	31
EMPLOYEE AND FAMILY ASSISTANCE PROGRAM.....	34
Overview	34
Objectives.....	34
Activities/Results	34
LABOUR RELATIONS DIVISION	36
Overview	36
Objectives.....	36

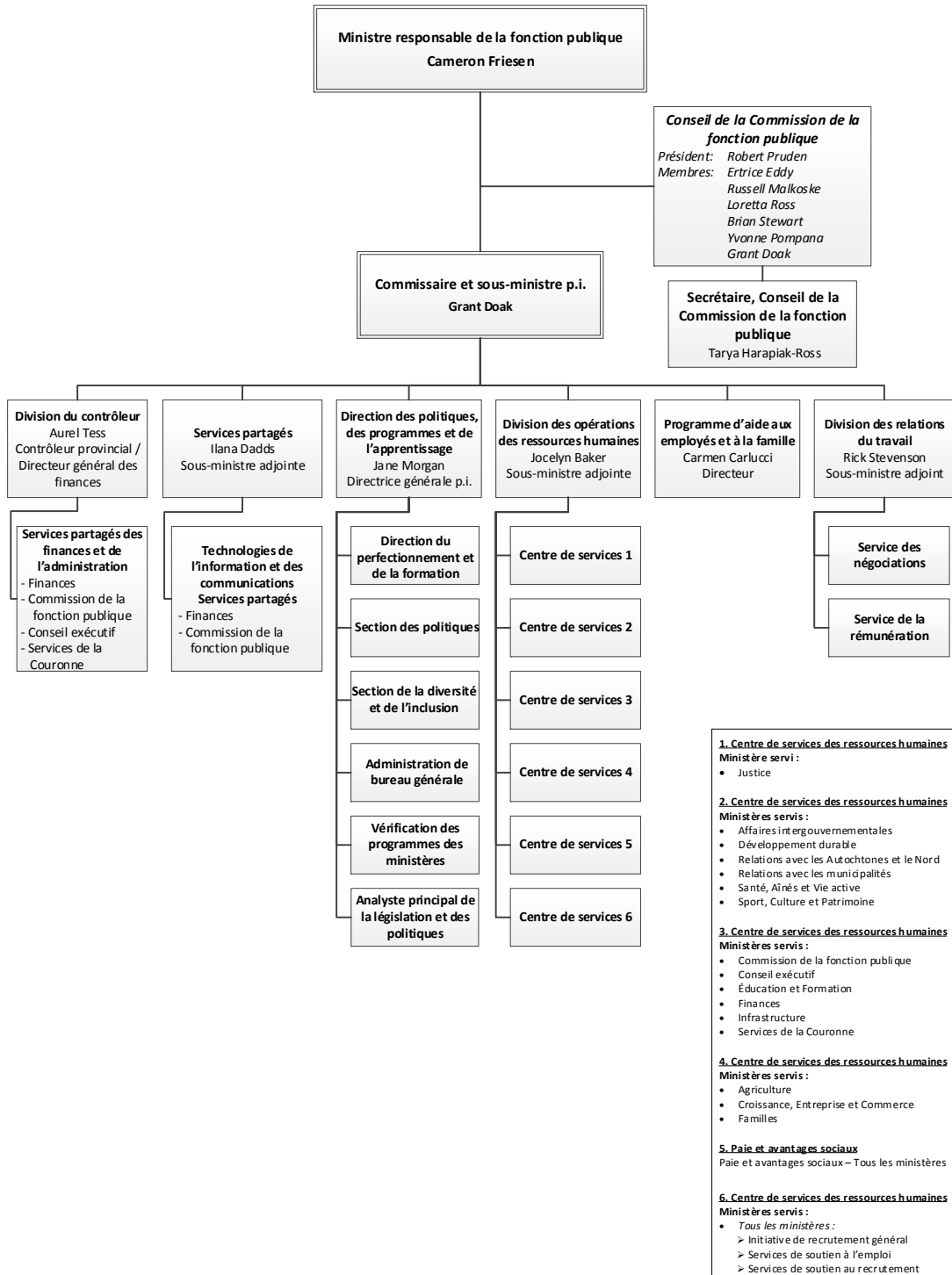
Activities/Results	36
COMPTROLLER'S DIVISION AND CORPORATE SERVICES DIVISION	38
Overview	38
SUSTAINABLE DEVELOPMENT	39
Overview	39
FINANCIAL INFORMATION SECTION	40
Part A – Operating Expenditure	40
Civil Service Commission.....	40
Expenditure Summary by Sub-Appropriation.....	41
Revenue Summary by Source	42
Five-Year Operating Expenditure and Staffing Summary by Main Appropriation	43
PERFORMANCE MEASURES	44
APPENDICES	48
Appendix A – Definitions	48
Appendix B – Total Number of Civil Service Employees at March 31 st	49
Appendix C – Renewal and Diversity	50
Internship, Equity and Employee Development:.....	50
Management Internship Program (MIP).....	50
Manitoba Diversity and Inclusion Program (MDIP)	50
Career Gateway Program (CGP).....	50
Volunteers in Public Service Program (VIPS).....	50
Project SEARCH – High School Transition Program for Students with Intellectual Disabilities	50
Employee Development Programs:	51
Diversity Employee Development Program (DEDP).....	51
Employee Networks Supporting Engagement and Development:	51
New Professionals Network (NPN)	51
Touchstone.....	51
Visible Minority Network (VM Net)	51
Civil Servants with Abilities Network (CSWAN)	51
We are All Valuable and Equal (WAVE)	51

Learning Champions Network.....	52
Leadership Development Programs delivered by Organization and Staff Development:	52
Enterprise Talent Management (ETM).....	52
Certificate in Public Sector Management (CPSM) Program.....	52
Essentials of Management (EOM) Program	52
Essentials of Supervision Certificate (EOS) Program.....	52
Certificate in Public Sector Office Administration (CPSOA)	53
APPENDIX D – Competition Statistics	54

**Civil Service Commission
Organization Chart
March 31, 2018**



Commission de la fonction publique du Manitoba
Organigramme
31 mars 2018



INTRODUCTION AND OVERVIEW

Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, as set out in the main estimates of expenditure of the Province of Manitoba for the fiscal year ending March 31, 2018. The report includes information at the main and sub-appropriation levels related to the commission's strategic objectives, results achieved, financial performance and variances. In addition, it provides a five year historical table reflecting the commission's expenditures and staffing.

Role of the Civil Service Commission

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.

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

To achieve its vision and mission, 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 for the commission are dedicated to:

- the continued 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

Governing Legislation

The Civil Service Act

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

- 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
- 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 that 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 Public Interest Disclosure (Whistleblower Protection) Act (PIDA) facilitates disclosure and investigation of wrongdoing, including provisions to protect employees who make those disclosures from reprisal. PIDA applies to departments, offices of the Legislature and government bodies as prescribed in the regulations.

The Civil Service Commission continues the legislative development, implementation and administrative roles for PIDA across the civil service. A review of the legislation was conducted in 2014 with recommendations for enhancements. The commission continues to work towards implementing those recommendations and identifying opportunities to strengthen procedures under PIDA.

The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under PIDA. A designated officers' network is in place to provide a cross-government forum for information-sharing, networking and exchanging ideas/experiences regarding responsibilities under the legislation.

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

The following is a summary of disclosures received by the commission for fiscal year 2017/18:

Information Required Annually (per Section 18 of PIDA)	Fiscal Year 2017/18
The number of disclosures received, and the number acted on and not acted on. Subsection 18(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 18(2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 18(2)(c)	NIL

Environmental Scan

The average age of the population in Canada and Manitoba continues to shift. In Manitoba, the median age of the population as of July 1, 2016 was 37.5, down from 38.1 as of 2006. Statistics Canada reports that as of July 1, 2016, the median age for Canada was 40.6 years.

Employers continue to have difficulty recruiting to positions in trades, accounting, engineering and physical sciences, as well as professional-level positions throughout the province. Employers are turning to previously under-utilized segments of our population and immigration to find new workers for their jobs.

Composition of the Civil Service

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

Employee Type	2015	2016	2017	2018
Regular, Term, Technical and Departmental	14,238	14,318	13,723	13,337
Casual	439	537	420	366
Contract	24	21	19	18
Total	14,701	14,876	14,162	13,721

¹ See definitions in Appendix A on page 48.

These figures include all active regular, term, technical, departmental, casual, and contract employees appointed under The Civil Service Act ("the 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 Act.

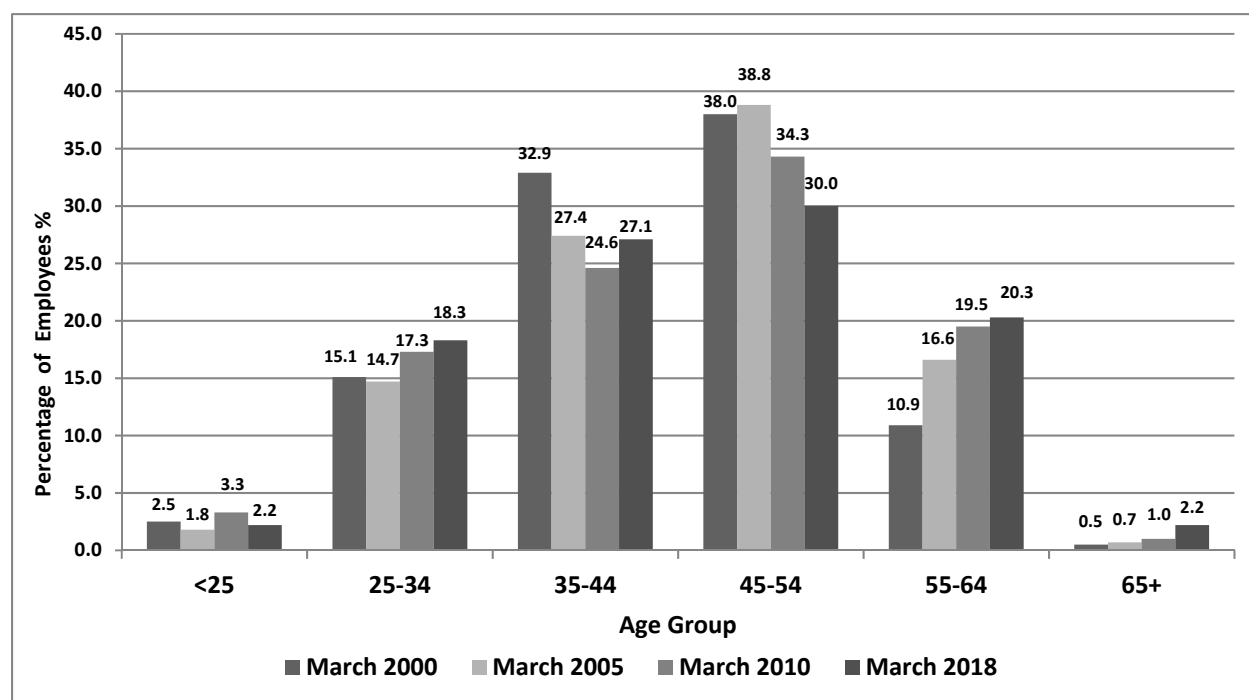
Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements. A breakdown of the total number of active employees by department is included in Appendix B on page 49.

Age Demographics

As at March 31, 2018, the average age of all civil servants was 45.5 years, and that of senior managers was 52.3 years. Recent projections show that 23.1% of civil servants² will be eligible to retire within five years, increasing to 40.5% within 10 years. At the senior manager² level, 44.1% of employees will be eligible to retire within five years, and 67.8% within 10 years.

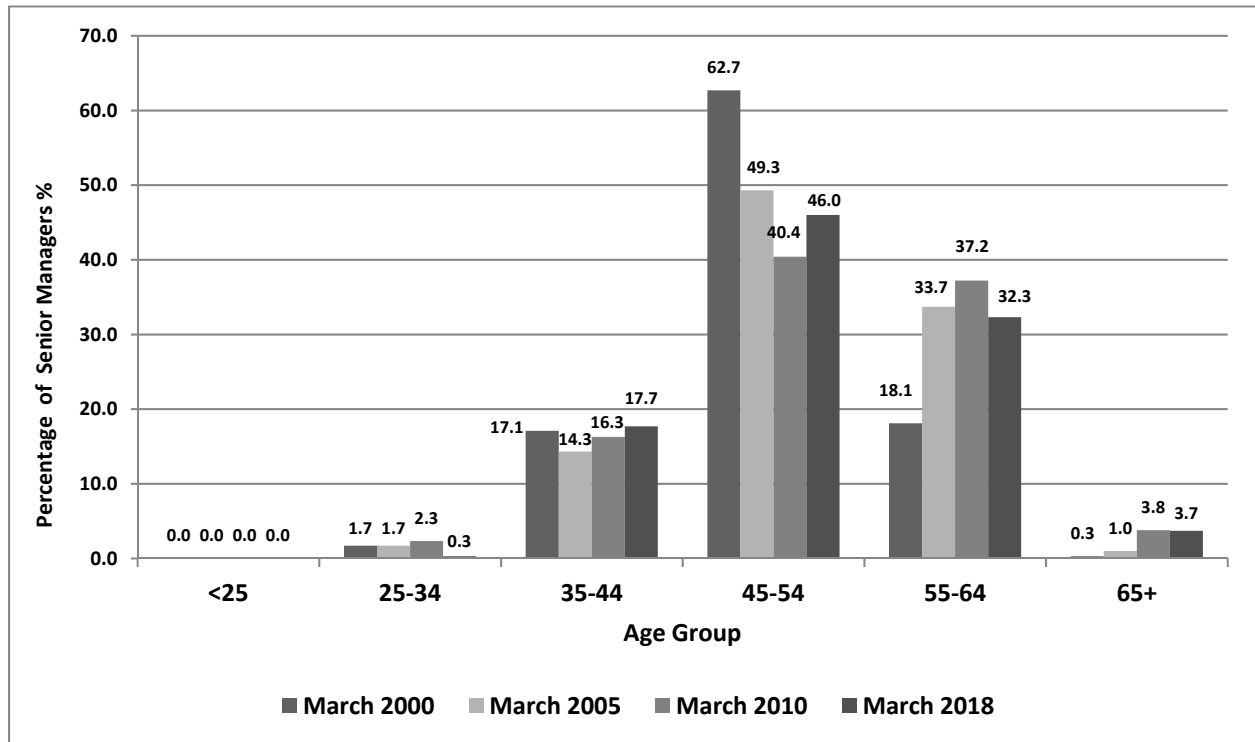
The following chart provides a breakdown of all active employees² by age group as at March 31, 2018, followed by a similar breakdown of senior managers.

All employees



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

Senior managers

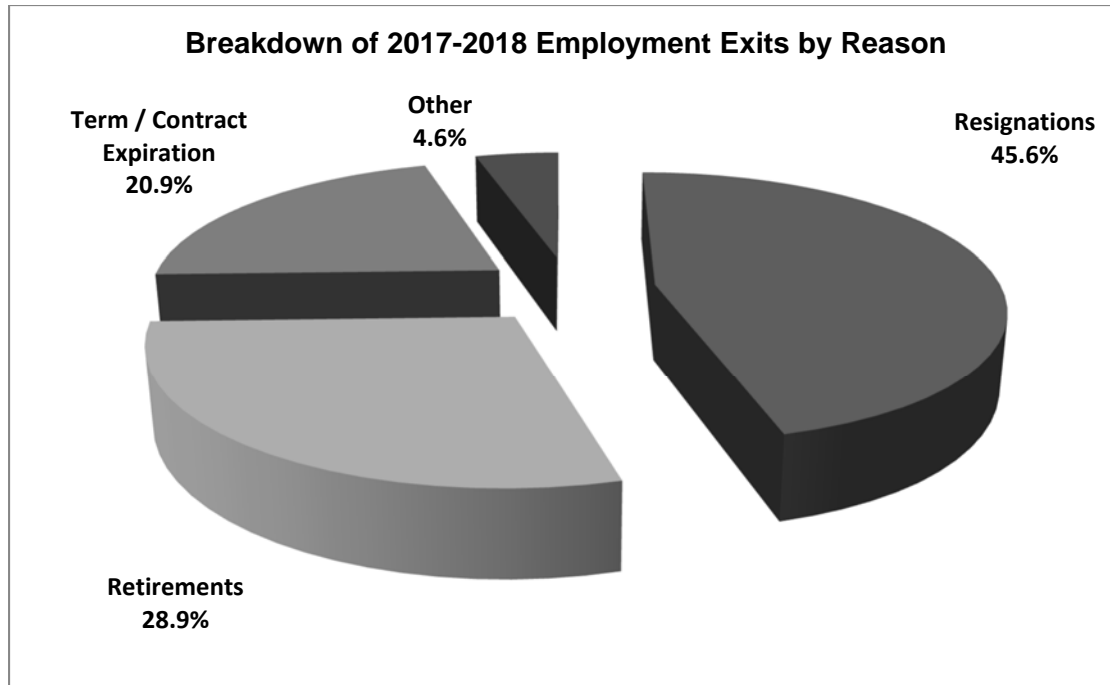


Employee Turnover

The overall turnover rate³ increased slightly from 7.9% in 2012/13 to 8.5% in 2017/18.

Statistics also indicate that the average age at which civil servants retired during the 2016 calendar year was 61.0 years, which is slightly higher than the average of 60.7 in each of the three prior years.

Over the course of 2017/18, a total of 2,051⁴ employees left the civil service.



Diversity and Inclusion

The Manitoba Government Diversity and Inclusion Strategy (MGDIS) was announced in March 2015, updating the previous Provincial Civil Service Diversity Strategy. The vision of the strategy is to achieve an exemplary civil service that is inclusive and reflective of the population it serves.

The strategy has three primary objectives:

1. to recruit from a diverse, qualified group of potential applicants to build a representative workforce at all levels of the organization
2. to identify and remove employment barriers to enable the full participation of all employees
3. to cultivate a culture that motivates individuals to contribute to their full potential and build a career with a high-performing Manitoba government

³ Turnover rate is based on regular employees only.

⁴ Statistics on employee exits include all employees (regular, term, technical, departmental, casual and contract).

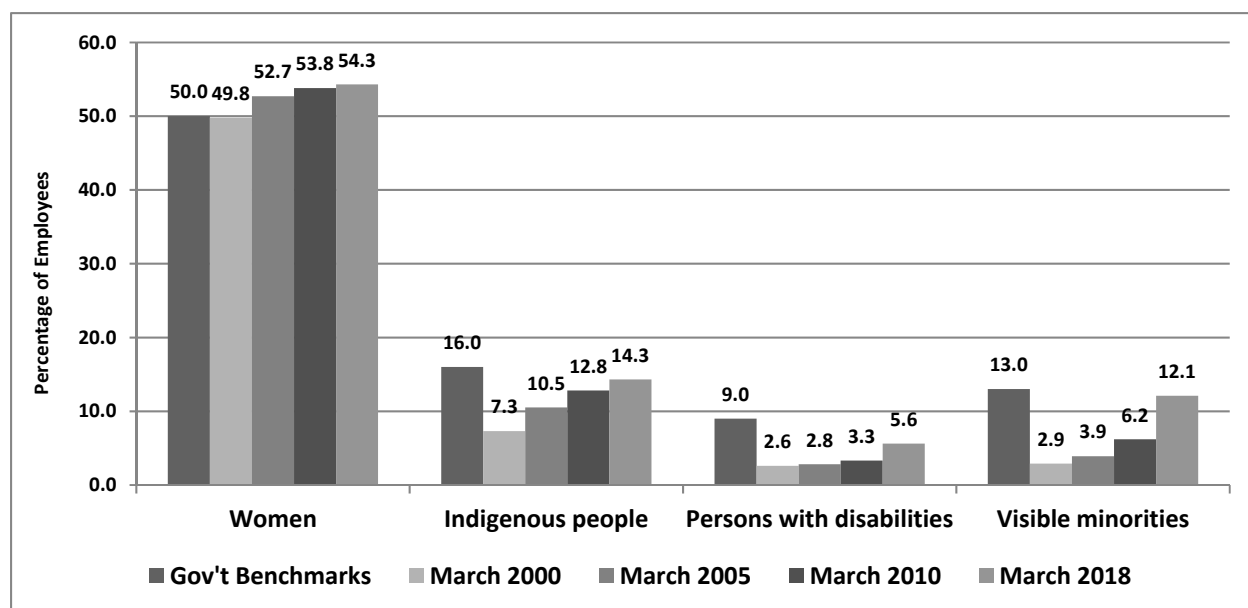
Employment equity is an important aspect of diversity efforts. The Employment Equity Policy identifies four groups for which specific representation benchmarks have been established:

- women
- Indigenous people – persons of North American Indigenous ancestry, including First Nations (status and non-status Indians), Inuit and Métis
- persons with disabilities – persons who have long term or recurring impairment and whose functional limitations owing to their impairment have been accommodated in their job or workplace, and/or believe an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, or consider themselves to be disadvantaged in employment by reasons of that impairment
- visible minorities – persons, other than Indigenous 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

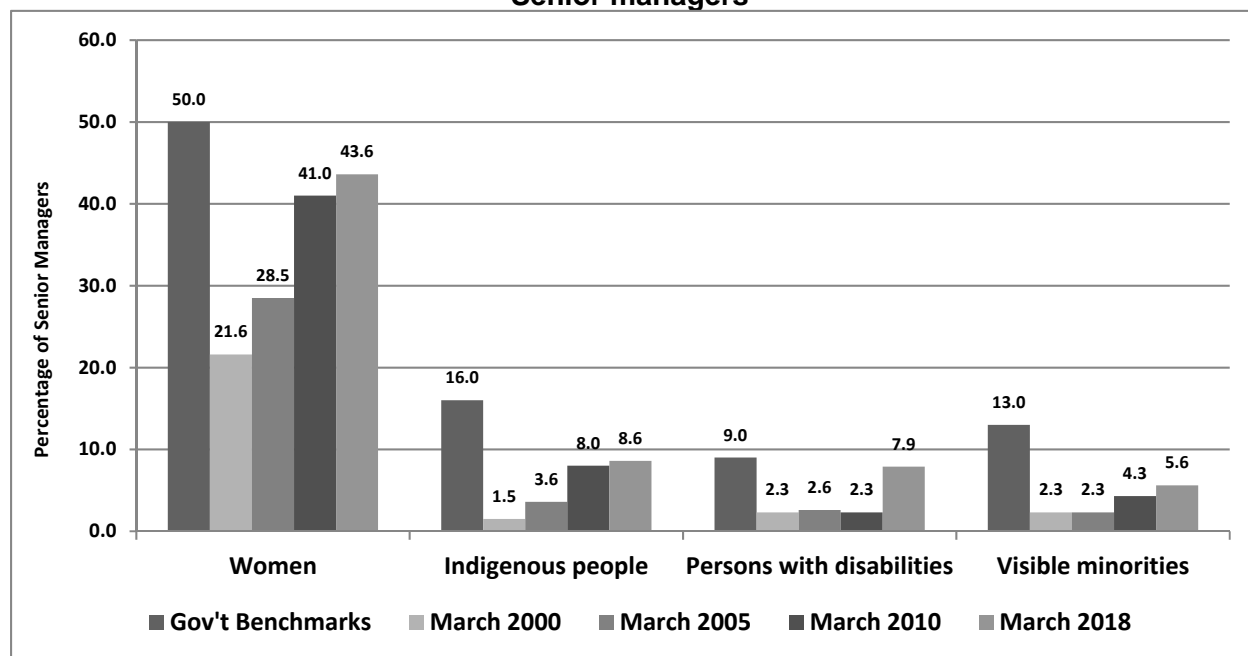
For information on 2017/18 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 32. Other activities supporting an inclusive, respectful civil service are noted under the Activities/Results of the Policy, Programs and Learning Branch on page 24.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2018.

All employees⁵



Senior managers⁶



⁵ Includes regular, term, technical and departmental positions (active and inactive).

⁶ Includes regular, term and technical positions (active and inactive).

INTRODUCTION ET APERÇU

Structure du rapport

Le rapport annuel suit la structure des crédits de la Commission de la fonction publique, comme indiqué dans le Budget des dépenses principal de la Province du Manitoba pour l'exercice terminé le 31 mars 2018. Il comprend des renseignements sur les objectifs stratégiques de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits. Il fournit également un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

Rôle de la Commission de 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.

Vision

Offrir des services publics de la plus 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.

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 ce que notre précieuse fonction publique reste un milieu de travail attirant, engagé et productif;
- à améliorer un lieu de travail inclusif et respectueux;
- à renforcer la gestion stratégique des ressources humaines.

Lois et règlements en vigueur

Loi sur la fonction publique

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

- applique la Loi et les règlements dont elle est chargée;

- 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, fait enquête et rapport :
 - 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;
- à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la Loi, examine toute question relative à la gestion des ressources humaines 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), l'autorité que possède la Commission de signer certains documents, procès-verbaux 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 Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) facilite la divulgation d'actes répréhensibles, favorise la tenue d'enquêtes portant sur ces actes et protège les personnes qui font de telles divulgations. La Loi s'applique aux ministères, aux bureaux de l'Assemblée législative et aux organismes gouvernementaux, comme prescrit par les règlements.

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 pour l'ensemble de la fonction publique. En 2014, on a procédé à l'examen de la Loi et des recommandations ont été formulées pour apporter des améliorations. La commission continue à travailler à la mise en œuvre de ces recommandations et à déterminer des moyens de renforcer les procédures prévues par la Loi.

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 a été établi pour que ceux-ci disposent d'un forum pangouvernemental pour la mise en commun d'information, le réseautage et l'échange d'idées et d'expériences concernant les responsabilités en vertu de cette loi.

Conformément à la Loi, une divulgation est considérée comme telle si elle est faite de bonne foi par un employé qui aurait des motifs raisonnables de croire qu'il possède des renseignements pouvant démontrer qu'un acte répréhensible a été commis ou est sur le point de l'être, que la situation constitue ou non un acte répréhensible. Toutes les divulgations font l'objet d'un examen minutieux et approfondi visant à déterminer si des mesures s'imposent en vertu de la Loi. En outre, elles doivent être déclarées dans le rapport annuel du ministère conformément à l'article 18 de la Loi.

Voici un résumé des divulgations reçues par la Commission pendant l'exercice 2017-2018.

Renseignements requis annuellement (en vertu de l'article 18 de la Loi)	Exercice 2017-2018
Nombre de divulgations reçues et nombre de divulgations auxquelles il a été donné suite, et auxquelles il n'a pas été donné suite. Alinéa 18(2)a)	Aucune
Nombre d'enquêtes ouvertes à la suite des divulgations. Alinéa 18(2)b)	Aucune
Dans le cas où, à la suite d'une enquête, il est conclu qu'un acte répréhensible a été commis, la description de l'acte en question et les recommandations faites ou mesures correctives prises relativement à cet acte ou les motifs invoqués pour ne pas en prendre. Alinéa 18(2)c)	Aucune

Analyse environnementale

L'âge moyen de la population au Canada et au Manitoba continue de changer. Au 1^{er} juillet 2016, l'âge moyen au Manitoba était de 37,5 ans, soit en baisse par rapport à 2006 où il était de 38,1 ans. D'après Statistique Canada, à compter du 1^{er} juillet 2016, l'âge médian au Canada était de 40,6 ans.

Les employeurs ont toujours du mal à recruter des gens de métier, du personnel dans les domaines de la comptabilité, de l'ingénierie et des sciences physiques, et du personnel pour des postes de niveau professionnel dans toute la province. 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 poste⁷ au cours des quatre dernières années.

Type de poste	2015	2016	2017	2018
Postes réguliers, temporaires, spéciaux et ministériels	14 238	14 318	13 723	13 337
Poste occasionnel	439	537	420	366
Postes contractuels	24	21	19	18
Total	14 701	14 876	14 162	13 721

⁷ Voir les définitions à l'Annexe A, à la page 48.

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 (la « Loi »), travaillant à temps plein ou partiel.

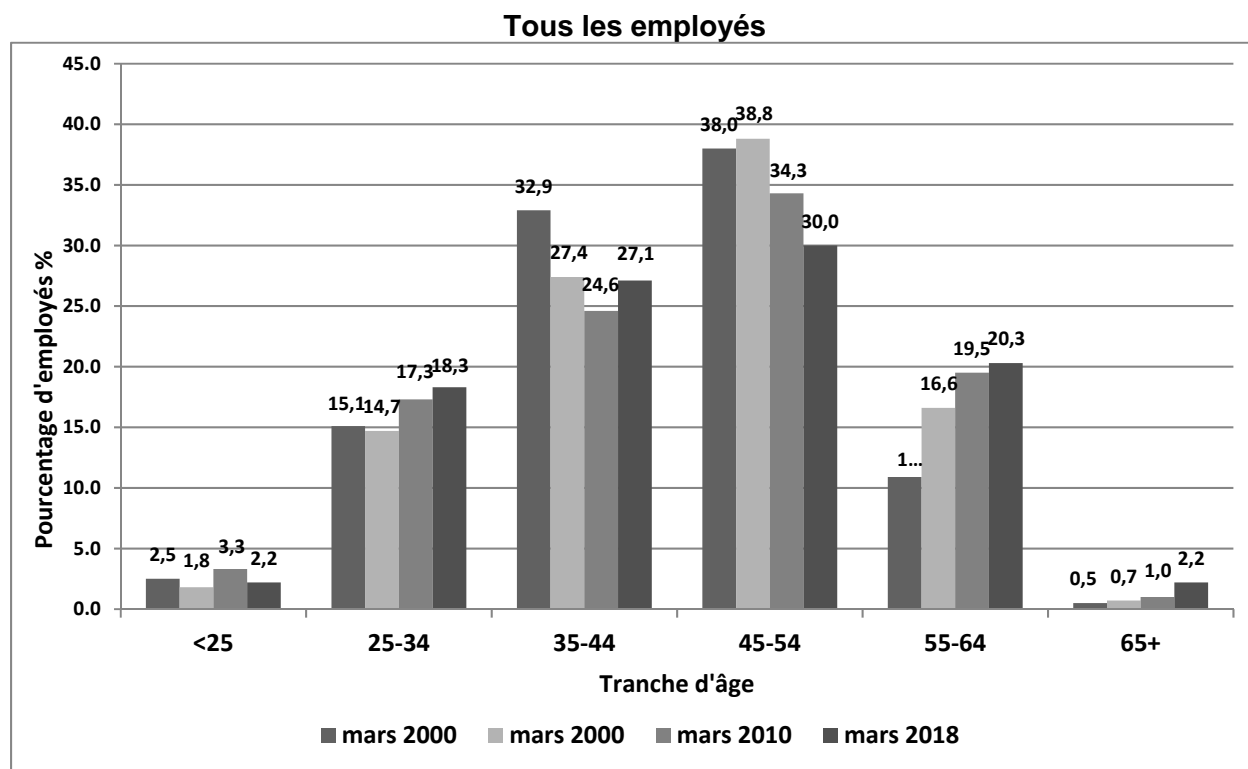
Ces statistiques n'englobent pas les employés des entités publiques (p. ex., enseignants, employés des offices régionaux de la santé) ni des sociétés d'État qui ne sont pas nommés en vertu de la Loi.

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 actifs figure dans l'annexe B, page 49.

Répartition par âge

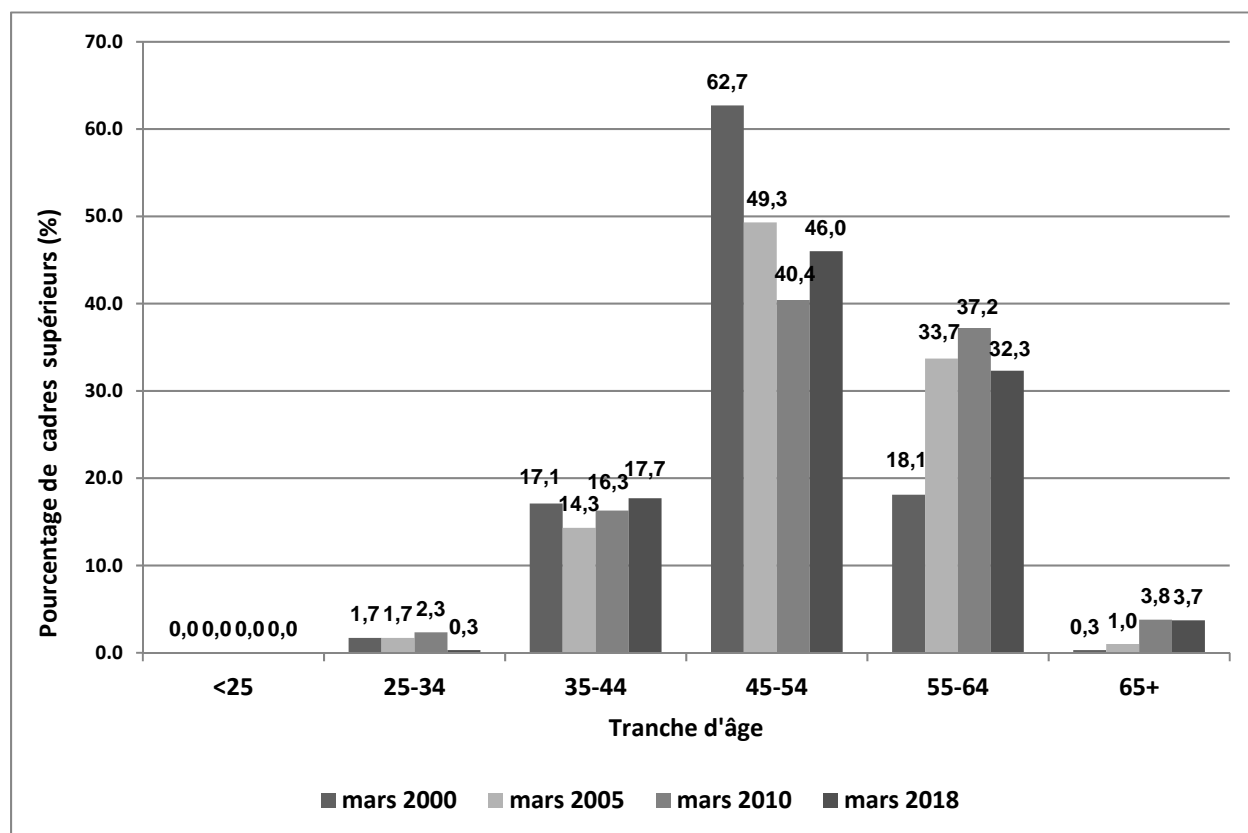
Au 31 mars 2018, l'âge moyen dans la fonction publique était de 45,5 ans, et celui des cadres supérieurs était de 52,3 ans. De récentes projections indiquent que le pourcentage de fonctionnaires⁸ admissibles à la retraite sera de 23,1 % d'ici cinq ans et de 40,5 % d'ici dix ans. Pour les cadres supérieurs⁸, 44,1 % le seront d'ici cinq ans, et 67,8 %, d'ici dix ans.

Les diagrammes suivants décrivent respectivement la répartition de tous les employés actifs⁸ et celle des cadres supérieurs, par tranche d'âge, au 31 mars 2018.



⁸ D'après le nombre d'employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels (excluant les employés occasionnels et contractuels).

Cadres supérieurs

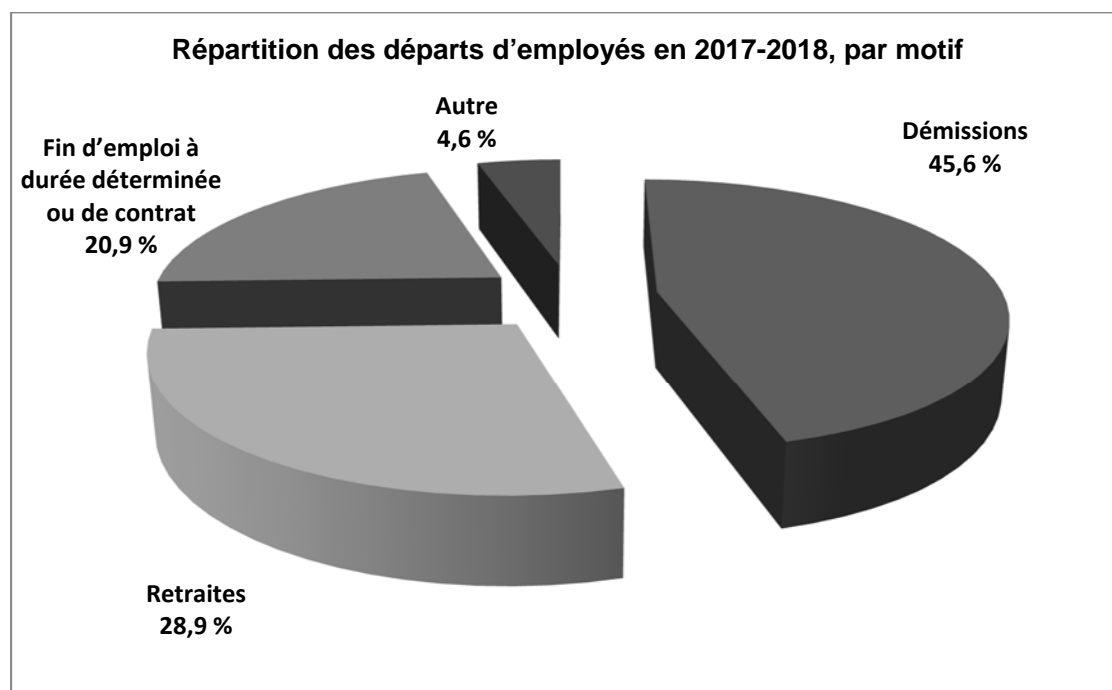


Roulement du personnel

Le taux global de roulement⁹ a augmenté légèrement. Il est passé de 7,9 % en 2012-2013 à 8,5 % en 2017-2018.

De plus, les statistiques indiquent que les employés de la fonction publique qui ont pris leur retraite en 2016 avaient en moyenne 61,0 ans, ce qui est légèrement supérieur à la moyenne d'âge de 60,7 ans observée au cours des trois dernières années.

Au cours de l'exercice 2017-2018, 2 051 employés¹⁰ ont quitté la fonction publique.



Diversité et inclusion

La Stratégie de diversité et d'inclusion du gouvernement du Manitoba a été annoncée en mars 2015. Elle remplace la précédente Stratégie relative à la diversité dans la fonction publique provinciale. La vision énoncée dans la stratégie est celle d'une fonction publique exemplaire et inclusive qui est représentative de la population qu'elle sert.

La stratégie a trois principaux objectifs :

1. Recruter une main-d'œuvre représentative à tous les niveaux du gouvernement à partir d'un groupe diversifié de candidats potentiels qualifiés.
2. Déterminer et supprimer les obstacles à l'emploi afin de permettre une pleine participation de tous les employés.
3. Entretenir une culture qui encourage les individus à contribuer à leur plein potentiel et à construire une carrière dans une fonction publique manitobaine performante.

⁹ Le taux de roulement est calculé en fonction des employés réguliers seulement.

¹⁰ Les statistiques sur les départs d'employés comprennent tous les employés (réguliers, temporaires, titulaires de postes spéciaux, ministériels, occasionnels et contractuels).

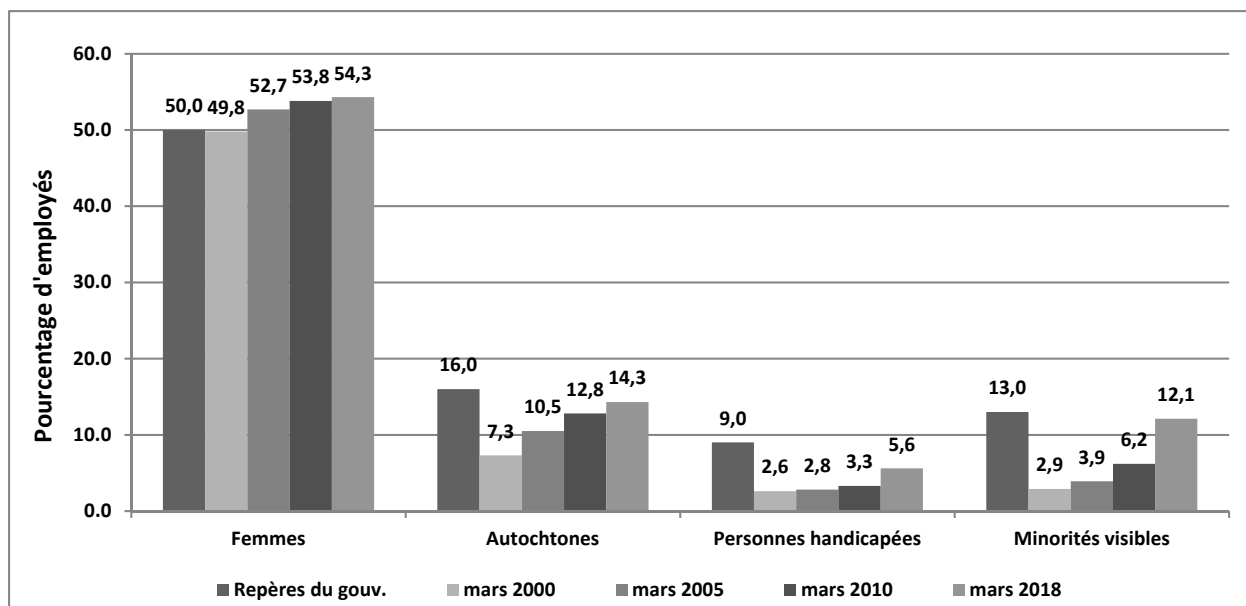
L'équité en matière d'emploi est un important aspect des efforts déployés pour la diversité. La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation repères ont été fixés :

- Les femmes;
- Les Autochtones — les 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 qui, en raison de limitations fonctionnelles liées à un handicap de longue durée ou persistant, ont fait l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail et qui pensent que leur employeur ou qu'un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience, ou qui se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience;
- Les minorités visibles – les personnes non autochtones qui, en raison de leur race ou de leur couleur, sont considérées comme faisant partie d'une minorité visible. Les minorités visibles sont par exemple 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 Panjabis 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.

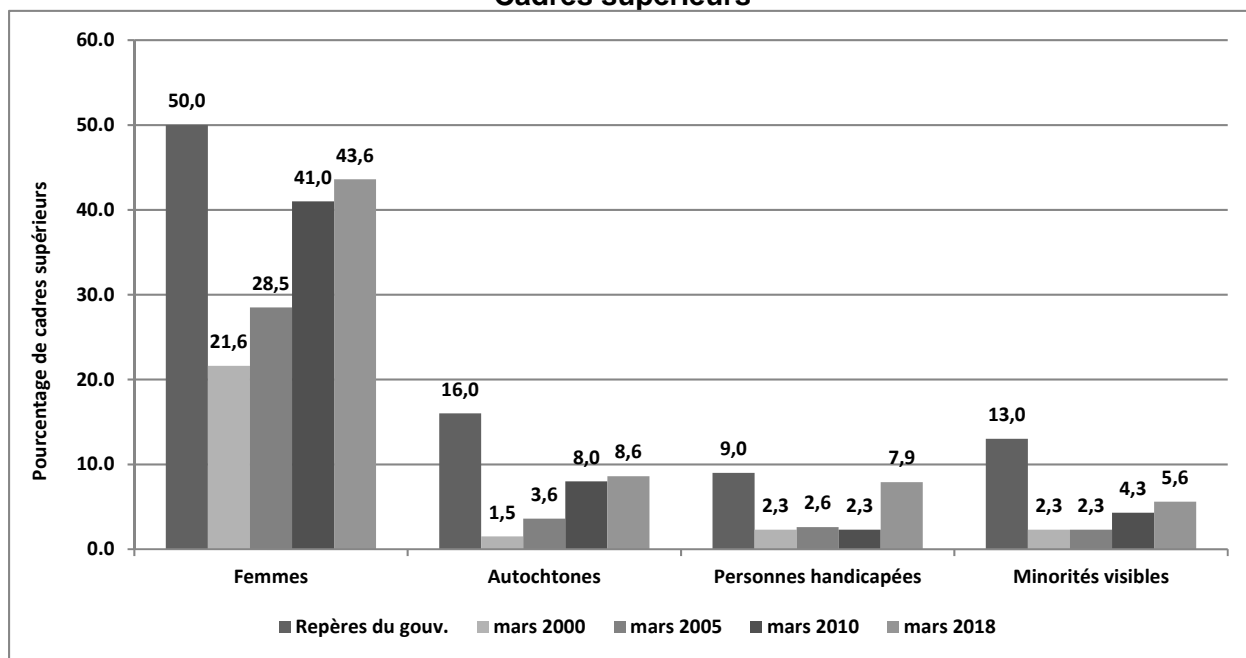
Pour obtenir plus de renseignements sur les programmes de recrutement et de perfectionnement professionnel de 2017-2018 liés à la diversité et à l'inclusion, consultez le tableau sur les programmes de stages, d'équité et de perfectionnement du personnel de la page 32. D'autres activités liées à la diversité et à l'inclusion sont indiquées dans la partie sur les activités et les résultats de la Direction des politiques, des programmes et de l'apprentissage à la page 24.

Les diagrammes suivants présentent les objectifs en matière d'équité, des données historiques et les taux de représentation au 31 mars 2018.

Tous les employés¹¹



Cadres supérieurs¹²



¹¹ Les chiffres comprennent les postes réguliers, temporaires, spéciaux et ministériels (actifs et inactifs).

¹² Les chiffres comprennent les postes réguliers, temporaires et spéciaux (actifs et inactifs).

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board ("the board") is constituted under subsection 4(1) of The Civil Service Act and consists of not less than three and no more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members constitute a quorum for any business of the board. Six of the members are citizen members.

Board Members

Robert Pruden, Chairperson/Citizen Member
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Yvonne Pompana, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member
Grant Doak, Acting Civil Service Commissioner

The Secretary to the Civil Service Commission Board provides functional guidance and staff support for all 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 and monitoring 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 the Minister responsible for the civil service and the commissioner on human resource management matters that fall 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 Act, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

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 excluded employees and bargaining unit employees following the selection grievance process
- disciplinary appeals from excluded employees following grievance procedures
- appeals on alleged violations of the Act
- conflict of interest appeals from government employees
- 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 2017/18

During 2017/18, the board met on a regular basis to review matters and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2015/16	2016/17	2017/18
Submissions:			
Staffing Audit Report(s)	2	2	2
Diversity/Employment Equity Audit Report(s)	5	2	4
Progress Memos on Audit Recommendation(s)	3	4	-
Staffing Delegation	7	2	6
Human Resource Policy Approval	3	1	-
Other	-	1	6

The board maintains an overview of 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. Some board members attended the annual conference of the Manitoba Council of Administrative Tribunals (MCAT Inc.).

Appeals	Fiscal Years		
	2015/16	2016/17	2017/18
Initiated	12	24	13
Carried over from previous year ¹³	21	22	17
Withdrawn	6	21	7
Granted	3	4	1
Granted other than requested	-	-	-
Denied	2	4	4
Carried over to next fiscal year	22	17	18

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 of decisions for reference by individual appeal boards and parties to an appeal. A number of appeals are 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 2017/18	Carried from 2016/17	Withdrawn	Granted	Granted Other	Denied	Carried to 2018/19
Classification	5	13	3	-	-	2	13
Selection	4	3	3	1	-	-	3
Conflict of Interest	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-
Administration							
Over-Range	-	-	-	-	-	-	-
Dismissal	1		-	-	-	-	1
Administrative	-	-	-	-	-	-	-
Review							
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	3	1	1	-	-	2	1
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-	-
	13	17	7	1	-	4	18

¹³ 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 Civil Service Commission programs, advises government on internal human resource issues, 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 government, through the minister responsible, on internal human resource management issues
- 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, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

Activities

- through the program areas of the commission, provide comprehensive human resource management services, policies and programs consistent with The Civil Service Act and government policy, and support for government 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
- oversee the continuous improvement of human resource services in government to strengthen the coordination of human resource activities, and to focus on corporate priorities while being responsive to departmental needs
- 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 consultation and advice to executive government management

1(a) EXECUTIVE SUPPORT

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits ^(a)	737	4.00	505	232	1
Other Expenditures	57		62	(5)	
Total Sub-appropriation	794	4.00	567	227	

Note:

- ^(a) Executive Support salaries and employee benefits include aggregate compensation of \$19 paid to Civil Service Commission Board Members in 2017/18.

Explanation:

1. Increase is due to costs associated with retirement.

POLICY, PROGRAMS AND LEARNING

Overview

Policy, Programs and Learning develops and implements initiatives, policies, and programs that sustain and inspire the Manitoba civil service. The branch provides learning and development opportunities and organizational consulting services that enable employees to deliver on government's service commitments. The branch also provides leadership and support to departments in strategic employee learning and development, and helps government employees understand their responsibility in creating a positive work environment.

Objectives

The objectives of Policy, Programs and Learning are to:

- 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

Activities/Results

- promote diversity to build representative, inclusive and engaging workplaces throughout government
 - partnered with the Francophone Affairs Secretariat to launch a new online course on Active Offer of French language services—the first online course made available in both official languages
 - initiated a cross-departmental design team to develop an online course scheduled for release in 2018/19 to raise awareness of gender diversity and improve the treatment of transgender and gender diverse clients and coworkers
 - initiated the design and development of eLearning modules in response to Call to Action #57 of the Truth and Reconciliation Commission scheduled for release in 2018/19
 - updated terminology in CSC policies, forms and training materials relating to Indigenous people and persons with disabilities
 - developed a strategic plan on French Language Services
 - worked with the Human Resource Operations division and client departments to engage in outreach activities throughout the province to promote careers in the civil service
 - participated in 15 career fairs and delivered 41 information sessions to the general public
 - partnered with Manitoba Status of Women to develop a Gender and Diversity Analysis toolkit to assist in the development of inclusive policies and programs

- supported the Manitoba government in being named as one of Canada's Best Diversity Employers, as one of Canada's Top Employers for Young People, and as one of Manitoba's Top Employers for 2018
- partnered with employee networks and resource groups to deliver learning events to celebrate internationally and nationally recognized days promoting diversity and inclusion, including a webinar option to offer more employee access to these sessions
- introduce innovative human resource policies and practices and uphold high standards of human resource service delivery
 - conducted an internal program review of Essentials of Supervision (EOS)
 - developed a variety of internal resources and processes applicable to all government employees, including streamlined processes for selection grievances and appeals
 - launched a new MBGovJobs Twitter channel
 - established the Deputy Ministers' Human Resource Excellence Committee to advance the transformation of public service culture while sustaining existing foundational values, ethics and guiding principles
 - began work to update policies and procedures respecting secondments and interchanges
 - began work to develop a human resource guide on temporary foreign worker employment in the Manitoba government
- promote a culture of accountability and high ethical standards across government
 - proposed amendments to The Public Interest Disclosure (Whistleblower Protection) Act, which will provide further protection for whistleblowers, including strengthening protection from reprisal
 - began work in response to government's announcement of initiatives to ensure that Manitoba government employees work in a respectful, harassment-free environment
 - analyzed the results of the 2017 respectful workplace survey and released government-wide and department reports
 - advanced work to strengthen the Manitoba government's ethical framework, including beginning work on a new code of conduct for employees
- foster a culture of learning and innovation through programming and services aligned with corporate priorities and public service transformation goals
 - participated on the interdepartmental working group for Regulatory Accountability
 - completed a review of the diversity and inclusion audit and reporting process
 - audited and reviewed diversity and inclusion performance of five departments to reinforce departmental accountability for diversity and inclusion
 - audited staffing practices of delegated organizations/departments to ensure compliance with delegation agreements and related activities

- completed two audits of staffing practices of organizations/departments with delegated staffing authority
- reviewed six applications for delegated staffing authority
- delivered ten presentations related to staffing audits and delegated staffing authority to the Civil Service Commission Board
- through the Respectful Workplace Office (RWO), continued to support individuals in understanding their responsibility to create a positive, respectful working environment while addressing issues and behaviours that fall under the Manitoba government's Respectful Workplace and Harassment Prevention policy:
 - 2,314 individuals completed online Respectful Workplace and Harassment training
 - 1,025 individuals completed Respectful Workplace and Harassment classroom training
 - initiated a project to revise classroom training to be piloted in 2018/19
 - addressed 35 new cases brought through the RWO involving 526 employees
- enhance the management and leadership capacity of government
 - launched the innovative new Essentials of Management (EOM) Program, designed to meet the needs of managers with at least one level of management reporting to them
 - The EOM is comprised of four sequential modules and is offered through a blended learning format, which includes self study through Organization and Staff Development's (OSD) Learning Portal, online courses, and in-classroom learning.
 - implemented regular delivery of webinars and virtual workshops following a successful pilot in 2016/17:

	Webinar and Virtual Workshop sessions	Total Participants	Average participants/session
2017/18	28	660	23
2016/17	3	95	31

1(b) POLICY, PROGRAMS AND LEARNING

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,408	30.00	2,493	(85)	
Other Expenditures	1,056		1,216	(160)	
Less: Recoverable from other Appropriations	(1,312)		(1,456)	144	
Total Sub-appropriation	2,152	30.00	2,253	(101)	

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, including:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee training and development
- support services for the management of employee illness or injury

Human Resource Operations is divided into six service centres as reflected in the organization chart on page 1.

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:

- support government transformation initiatives
- implement staffing strategies that meet the needs of departments
- build representative and satisfying workplaces
- develop talent and organization capacity to its full potential

Activities/Results

- implement and maintain a vision, mandate and values relating to the delivery of human resource services aligning with a whole-of-government perspective.
- manage the recruitment and selection function
 - conducted outreach activities to attract applicants for specific job categories and for regional positions
 - conducted 898 competitions for which there were 39,760 applicants of which 5,043 were interviewed (for additional detail see Appendix D on page 54)
 - completed 1,324 appointments
 - provided information on the recruitment process and feedback to applicants
- ensure compliance with all Manitoba government policies and practices.
 - conducted formal investigations¹⁴ involving the establishment of an investigation team with representatives of human resources and management of the department

¹⁴ These investigations do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act, as these are reported by departments in separate annual reports.

2017/18 Summary of Investigations¹⁵					
Allegation Type	Number of Investigations	Number of Allegations¹⁶	Number of Respondents¹⁷	Number of Substantiated Allegations¹⁸	Number of Unsubstantiated Allegations
Sexual Harassment	12	20	19	7	13
Harassment / Bullying	80	105	100	63	42
Other forms of misconduct ¹⁹	286	351	300	300	51
Totals	378	476	419	370	106

- support and apply human resource practices that advance diversity and inclusion goals
 - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
- ensure that SAP data 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 maintained comprehensive payroll, benefits and attendance information on the corporate human resource/payroll system (SAP)
- ensure the development and training of operational staff reflects current knowledge and is consistent with government priorities
- provide advice and assistance on accommodation matters and return to work planning for ill or injured employees
- provide advice to executive management on the full range of human resource matters, interpret policies, assess current circumstance and future consequences and provide 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 both for clients and within human resources

¹⁵ Investigations are conducted formally and involve the establishment of an investigation team with representatives from human resources and management of the department. The counts of investigations completed do not include any investigations in progress at the end of the fiscal year. Investigations in this summary also do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act.

¹⁶ An investigation may involve more than one allegation and may also have overlap in the types of allegations.

¹⁷ The counts of respondents investigated do not include any respondents from investigations in progress at the end of the fiscal year.

¹⁸ Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes.

¹⁹ Other forms of misconduct may include, but not be limited to, behaviour such as attempted fraud, conflict of interest or other inappropriate conduct.

1(c) HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	13,644	197.50	13,972	(328)	
Other Expenditures	1,131		1,177	(46)	
Less: Recoverable from other Appropriations	(200)		(333)	133	
Total Sub-appropriation	14,575	197.50	14,816	(241)	

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, equity and employee development programs enable government to recruit and develop 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

The objectives of the internship, equity and employee development programs are to:

- increase diversity and inclusion in the civil service
- increase leadership capacity in the civil service
- increase opportunities for professional development and learning
- support an efficient and sustainable workforce

Activities/Results

- continue to deliver programs that recruit and develop staff consistent with organizational needs and employment policies, including those that promote a representative and sustainable workforce:
 - Career Gateway Program to recruit job-seekers from employment equity groups
 - Management Internship Program to prepare post-secondary graduates for professional or management level positions in government
 - Manitoba Diversity Internship Program to prepare individuals from employment equity groups for professional positions in government
 - Diversity Employee Development Program to provide development opportunities for internal employees from employment equity groups
 - Project SEARCH to provide work experience for high school students with intellectual disabilities
 - Volunteers in Public Service to provide work experience for visible minorities and immigrants
- continue partnerships with government departments and post-secondary institutions to support work experience for individuals facing multiple employment barriers
- continue partnerships with employee network resource groups to deliver learning events to civil servants on topics related to diversity and inclusion

- Participation rates for ongoing programs are as follows:

Internship, Equity and Employee Development Programs	Total participants in the program²⁰	Participants hired into government positions	Number of program participants in 2017/18
Internship Programs			
Management Internship Program	112	89	6 ²²
Manitoba Diversity Internship Program ²¹	72	58	3 ²³
Placement Programs			
Career Gateway Program ²⁴	659	512	21 ²⁵
Placement Stream	382	235	17
Referral Stream	277	277	4
Work Experience Program			
Volunteers in Public Service Program ²⁶	98	44	6
Project SEARCH	64	30 ²⁷	16 ²⁸
Employee Development Programs			
Diversity Employee Development Program (DEDP) ²⁹	123	N/A	16

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

²⁰ Represents current number of participants since program inception

²¹ Includes 40 participants from the Aboriginal Public Administration Program (APAP) and 18 participants from the Internship Program for Persons with a Disability (IP-PWD), which started in 1999 and 2009, respectively. 30 APAP and 15 IP-PWD participants were subsequently hired into government positions. APAP and IP-PWD were redesigned and incorporated into the Manitoba Diversity Internship Program in 2013

²² Includes one Management Intern hired in the previous intake who continued with the program in 2017/18

²³ Includes two MDIP Interns hired in the previous intake who continued with the program in 2017/18

²⁴ Includes participants from the Career Gateway Program for Members of Visible Minorities (CGP) and Career Assistance Program for Persons with a Disability (CAP-PWD) which started in 2004 and 2001 respectively and had 272 and 173 participants in total. 247 and 125 participants were subsequently hired into government positions, respectively. CGP-VM and CAP-PWD were incorporated into the new Career Gateway Program in 2013; also includes 53 participants who came through the Special Initiatives Stream, five of which were subsequently hired into government positions

²⁵ Includes 12 CGP participants hired in previous intakes who continued with the program in 2017/18

²⁶ Excludes work experience placements for students of educational and training programs administered by MB4Youth

²⁷ Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by Manitoba Education and Training

²⁸ Includes seven Project SEARCH students from previous intake who continued in 2017/18

²⁹ Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD), which started in 1996 and 2011, respectively and were redesigned and incorporated into the Diversity Employee Development Program in 2013

1(d) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	614	42.50	2,396	(1,782)	
Other Expenditures	17		86	(69)	
Less: Recoverable from other Appropriations	(365)		(1,713)	1,348	
Total Sub-appropriation	266	42.50	769	(503)	1

Explanation:

1. The under-expenditure is attributed to expenditure management measures.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Overview

The Employee and Family Assistance Program (EFAP) 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. The EFAP also provides this service to 21 other public service organizations under fee-for-service contracts.

Objectives

Objectives of the EFAP are to:

- 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 EFAP are categorized into four broad types:

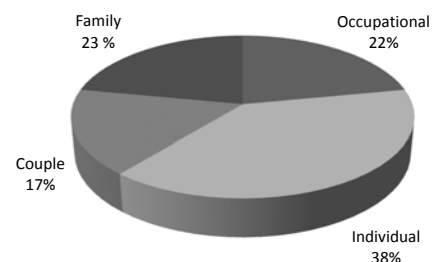
- provide counselling to employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work problems

In 2017/18, a total of 2,102 cases were dealt with by counsellors, an increase of 82 cases from the previous year

The pie chart demonstrates the breakdown of new counselling cases by category

- provide specialized clinical services:

Breakdown of new counselling cases by problem category



	2017/18	
	Number of new cases	Number of employees involved
Clinical Services		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	12	139
Trauma management (consultations, critical incident debriefing, individual counselling)	13	154
Sexual harassment (consultations, counselling, post-investigation debriefings)	0	0

- Conduct outreach to employees to make them aware of the services available through the EFAP and encourage them to seek EFAP services if needed. In 2017/18:
 - continued to place added emphasis on employee outreach with 11 EFAP information sessions held, attended by 218 employees
 - responded to requests for presentations on various topics, and provided 29 specialized sessions (e.g. sexual harassment, bullying, change transition) with 1,389 employees in attendance
- Address requests from managers for advice:
 - conducted 203 consultations

The majority of counsellors' time is spent counselling employees or their immediate family members. Approximately 87% of services are provided within the Manitoba civil service with the remaining 13% provided under fee-for-service contracts to public service organizations.

In 2017/18, a total of 4,420 individual employees or their immediate family members received the services of the EFAP.

1(e) EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	677	8.00	749	(72)	
Other Expenditures	65		76	(11)	
Less: Recoverable from other Appropriations	(131)		(129)	(2)	
Total Sub-appropriation	611	8.00	696	(85)	

LABOUR RELATIONS DIVISION

Overview

Labour Relations Division provides a complete range of services by supporting and representing government and department management in labour relations matters, compensation activities and benefits administration within and outside the civil service. Services are provided in support of the Civil Service Commission, Treasury Board, government negotiators, human resource practitioners, departmental management and external public sector organizations. Services include:

- administration of government's job classification program
- administration of employee benefits programs and compensation research to support the collective bargaining process and human resource policy development
- representing government in negotiations with employee representatives to amend the Civil Service Superannuation Plan, the Public Service Group Insurance Plan and the Teachers' Pension Plan
- providing central administrative services for government-wide benefits and insurance programs in accordance with collective agreements, legislation and human resource policies
- providing a complete range of labour relations services to government by representing management in labour relations activities involving both unionized and non-unionized employees
- representing the employer in various tribunals including Manitoba Labour Board, Manitoba Human Rights Commission, Civil Service Commission Board and labour arbitration proceedings

Labour Relations Division is composed of two branches, the Compensation Services Branch and the Negotiation Services Branch.

Objectives

The objectives of the Labour Relations Division are to:

- provide support to enable the Manitoba government to:
 - negotiate collective agreements
 - administer job classification and employee benefits programs
 - implement collective agreements and compensation
- recommend and provide labour relations strategic advice to government

Activities/Results

- Represent the province in collective agreement negotiation, administration and grievance handling for bargaining units including:
 - The Manitoba Government and General Employees' Union (MGEU) (Government Employees Master Agreement)
 - The Manitoba Association of Crown Attorneys (Manitoba Crown Attorneys Agreement)
 - The Legal Aid Lawyers' Association (Legal Aid Lawyers' Agreement)
 - The Manitoba Association of Government Engineers (Manitoba Professional Engineers Agreement)
 - MGEU (Child and Family Services Support Workers Agreement)
 - MGEU (Manitoba Housing Agreement)

- International Union of Operating Engineers (IUOE) (Manitoba Housing Agreement)
- Canadian Union of Public Employees (CUPE) (Child and Family Services Agreement)
- MGEU (Addictions Foundation of Manitoba Agreement)
- MGEU (Manitoba Agricultural Services Corporation – two agreements)
- MGEU (Liquor and Gaming Authority of Manitoba Agreement)
- MGEU (The Manitoba Centennial Centre Corporation Agreement)
- International Alliance of Theatrical Stage Employees (IATSE) (Manitoba Centennial Centre Corporation Agreement)
- manage the interests of the province in human rights cases and before the Manitoba Labour Board on a number of issues
- conduct workshops for human resource staff and line managers on various labour relations topics.
 - fifteen workshops were delivered and approximately 540 people participated.
- provide support in the form of research and costing related to the negotiation of various collective agreements. Implement pay schedules and benefits for all agreed to collective agreements.
- evaluate job classification requests:
 - 1,437 classification requests were received and evaluated in 2017/2018. The average time to complete these reviews was 84 calendar days. Compensation Services also represented the employer at two classification appeals.
- maintain and expand compensation and benefits information management systems, and exchange information with a variety of local and national employers.
 - Compensation Services conducted four surveys and responded to 24 surveys from other employers.
- Provide advice and guidance to government on emerging compensation issues including public sector executive compensation, benefits administration and public sector pension legislation and reforms.

1(f) LABOUR RELATIONS

Expenditures by Sub-appropriation	Actual 2017/18 \$(000s)	FTEs	Estimate 2017/18 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,026	21.00	2,121	(95)	
Other Expenditures	239		182	57	
Total Sub-appropriation	2,265	21.00	2,303	(38)	

COMPTROLLER'S DIVISION AND CORPORATE SERVICES DIVISION

(MANITOBA FINANCE, EXECUTIVE COUNCIL, CROWN SERVICES AND CIVIL SERVICE COMMISSION)

Overview

Shared service support is provided to the Civil Service Commission from two branches:

The Comptroller's Division, 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, the Civil Service Commission, Crown Services and Executive Council.

The Corporate Services Division, Information Communication Technology (ICT) Shared Services provides guidance and effective management of ICT investments for the Civil Service Commission and Manitoba Finance.

SUSTAINABLE DEVELOPMENT

Overview

The Civil Service Commission continues to place emphasis on environmentally sound practices.

In 2017/18, the department continued to replace print catalogues, previously circulated by Organization and Staff Development to promote training workshops, with an online Learning Portal. Increased use of eLearning workshops and webinars for learning events have also reduced costs associated with travel and printing.

The department also continues to provide accessible recycling bins, promotes the use of recycled paper in photocopiers and computer printers, and encourages two-sided printing of documents as the user default setting. Employees are encouraged to consider the environment before printing documents, and are encouraged to use environmentally friendly dishware in the office.

FINANCIAL INFORMATION SECTION

Part A – Operating Expenditure

Civil Service Commission

RECONCILIATION STATEMENT

DETAILS	2017/18 ESTIMATES
2017/18 MAIN ESTIMATES	21,404
2017/18 ESTIMATE	21,404

Expenditure Summary by Sub-Appropriation

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Estimate 2017/18	Appropriation	Actual 2017/18	Actual 2016/17	Increase (Decrease)	Explanation Number
17- 1 CIVIL SERVICE COMMISSION					
	(a) Executive Support				
505	Salaries and Employee Benefits	737	553	184	
62	Other Expenditures	57	61	(4)	
	(b) Policy, Programs and Learning				
2,493	Salaries and Employee Benefits	2,408	2,562	(154)	
1,216	Other Expenditures	1,056	1,212	(156)	
(1,456)	Less: Recoverable from other appropriations	(1,312)	(1,136)	(176)	
	(c) Human Resource Operations				
13,972	Salaries and Employee Benefits	13,644	13,677	(33)	
1,177	Other Expenditures	1,131	1,240	(109)	
(333)	Less: Recoverable from other appropriations	(200)	(332)	132	
	(d) Internship, Equity and Employee Development				1
2,396	Salaries and Employee Benefits	614	1,214	(600)	
86	Other Expenditures	17	12	5	
(1,713)	Less: Recoverable from other appropriations	(365)	(898)	533	
	(e) Employee and Family Assistance Program				
749	Salaries and Employee Benefits	677	687	(10)	
76	Other Expenditures	65	78	(13)	
(129)	Less: Recoverable from other appropriations	(131)	(130)	(1)	
	(f) Labour Relations				
2,121	Salaries and Employee Benefits	2,026	2,390	(364)	
182	Other Expenditures	239	264	(25)	
21,404	Total Expenditures	20,663	21,454	(791)	

Explanation:

1. Primarily due to a number of variables including intake start and completion dates; early resignation or transfer of program participants; number of placements; and number of interns hired.

Revenue Summary by Source

for the fiscal year ended March 31, 2018 with comparative figures for the previous fiscal year (\$000s)

Actual 2016/17	Actual 2017/18	Increase (Decrease)	Source	Actual 2017/18	Estimate 2017/18	Variance	Expl. No.
OTHER REVENUE							
36	19	(17)	(a) Sundry *	19	21	(2)	1
36	19	(17)	Subtotal	19	21	(2)	
GOVERNMENT OF CANADA							
0	0	-	Canada School of Public Service	0	5	(5)	2
0	0	-	Subtotal	0	5	(5)	
36	19	(17)	Total	19	26	(7)	

* Sundry revenue is made up of revenue from the Employee and Family Assistance Program services to external clients; as well as miscellaneous revenue.

Explanations:

1. The decrease from prior year is due to the unanticipated employee income replacement from Manitoba Public Insurance in 2016/17.
2. The decrease from estimate is due to the organizational changes within the Canada School of Public Service resulting in decreased demand from external providers.

Five-Year Operating Expenditure and Staffing Summary by Main Appropriation

for the fiscal years ended March 31, 2014 to March 31, 2018 *

Main Appropriation		2013/14		2014/15		2015/16		2016/17		2017/18	
		FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s
17- 1	Civil Service Commission	313.50	21,074	311.50	20,956	305.00	20,609	305.00	21,454	303.00	20,663
Total		313.50	21,074	311.50	20,956	305.00	20,609	305.00	21,454	303.00	20,663

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

PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2017/18 reporting year. This is the thirteenth 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 <https://www.gov.mb.ca/finance/publications/performance.html>.

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 2017/18 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 a sustainable workforce. Level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	Total participants as of March 31, 2006: Certificate in Public Sector Management Program (CPSM) – n/a ³⁰	Total participants as of March 31, 2018: 333 CPSM – 260 have completed the program	Increases are anticipated for most indicators	

³⁰This program was introduced subsequent to March 31, 2006. Please refer to program details in Appendix C

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 2017/18 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
		<p>Essentials of Supervision Certificate Program (EOS) – n/a³¹</p> <p>Office Professionals Certificate Program (OPCP) – 166 have completed the program</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a³¹</p> <p>Enterprise Talent Management (ETM) – n/a³¹</p>	<p>EOS – 175 have completed the entire certificate program, and there have been 5,607 individual course completions in the program components.</p> <p>OPCP – 250 have completed the program, which was replaced with the new Certificate in Public Sector Office Administration (CPSOA)</p> <p>CPSOA - 54 have completed the program</p> <p>The program remains ongoing, with 40 participants having completed the initial cycle of assessment and development discussions.</p>	<p>This program has been put on hold pending review.</p>	

³¹ These programs were introduced subsequent to March 31, 2006. Please refer to program details in Appendix C.

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 2017/18 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 two years	Ongoing transformation of the public service is required to recruit and retain the talent necessary to improve service to clients and deliver improved outcomes for Manitobans.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%.	There was no employee engagement survey done in 2016. From the 2015 employee survey, the engagement score was 58.8%	There was a marginal decrease between 2007 and 2015	The 2015 Employee Engagement Survey included 21 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 12 additional questions.
Progress towards achieving the government's equity and diversity goals. The percentage of employees who indicate their department values diversity will be measured from the employee engagement survey	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee engagement survey: 65.0% of employees agreed that their department values diversity.	From the 2015 employee survey, 66.2% of employees agreed that their department values diversity. Also in the 2015 survey, 70.4% of employees agreed that they were treated respectfully at work.	The 2015 score was the highest to date.	

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 2017/18 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
Provision of consulting and training services that meet the needs of individuals and organizations within the public 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>Training services support good human resource practice, government-wide transformation initiatives, and the ability to harness our talent. Training services are demand-driven.</p> <p>The 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 Manitoba government employees.</p>	<p>Data for fiscal year 2005/2006:</p> <p>6,470 participants, including employees within the civil service and external participants attended in-person training workshops or in-department development events delivered by OSD.</p> <p>The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with greater cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.</p>	<p>Data for fiscal year 2017/18:</p> <p>3,757 employees within the civil service attended in-person training workshops or in-department development events delivered by OSD.</p> <p>18,690 online course completions in 2017/18, as well as 660 participants in webinars and virtual workshops.</p> <p>Since the introduction of online learning there have been a total of 69,637 course completions to date.</p>	Workshop attendance is gradually decreasing in line with the strategic goal to increase the proportion of training delivered through eLearning modes.	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 Indigenous people. The 2005/06 enrolment counts also include external participants.

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 or Sustainable Development 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	Employees who carry out and occupy a continuing function in a Manitoba government program and who have all the rights and privileges of permanent status
Senior managers	Deputy ministers, assistant deputy ministers, executive directors, directors 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 The Civil Service Act

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

	Fiscal Year		
	2015/16	2016/17	2017/18
Number of Civil Service Employees	14,876	14,162	13,721
By Department for 2017/18			
Department	As at March 31, 2018		
Offices of The Legislative Assembly	137		
Executive Council	33		
Agriculture	322		
Civil Service Commission	228		
Education and Training	773		
Families	2,042		
Finance	1,206		
Growth, Enterprise and Trade	460		
Health, Seniors and Active Living	1,329		
Indigenous and Northern Relations	62		
Infrastructure	1,645		
Justice	4,245		
Municipal Relations	238		
Sport, Culture and Heritage	157		
Sustainable Development	844		
Total	13,721		

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 with an interest in the public sector. The program provides an extensive orientation to government, classroom training and rotational work assignments through an 18-month internship. This accelerated learning path offers maximum exposure to government policy, program operations, administration and finance. Following successful completion, the interns are equipped to compete for professional or management-level career opportunities within the civil service.

Manitoba Diversity and Inclusion Program (MDIP)

This program is designed to proactively recruit individuals who self-declare as a person with a disability, an Indigenous 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 one-year internship program, interns are eligible for a regular appointment in the role, function and full working salary level for which they interned.

Career Gateway Program (CGP)

The program was established in May 2013 to recruit and introduce Indigenous people, visible minorities or persons with disabilities to the systems and processes of government. The program provides eligible candidates with opportunities to develop skills and experience so that they may successfully compete for a career within the civil service or be appointed upon satisfactory performance. The program has two streams – Placement and Referral.

Under the Placement stream, the commission provides FTEs and/or funding to departments which enables term employment during placements of three (most common) to 24 months. Through the Referral stream, the program refers pre-screened candidates to departments with ongoing competitions or vacant positions for which the individuals either compete, or are directly appointed if there are no other qualified applicants.

Volunteers in Public Service Program (VIPS)

This program provides visible minorities and immigrants with volunteer public service work experience aimed 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.

Project SEARCH – High School Transition Program for Students with Intellectual Disabilities

This initiative was implemented in 2011/12 to provide on-site work experience opportunities for youth with intellectual disabilities to best prepare them to achieve the goal of competitive employment. It 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 is delivered through a partnership between the Manitoba government, Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

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-declare as an Indigenous person, a visible minority, or a person with a disability.

Employee Networks Supporting Engagement and Development:

New Professionals Network (NPN)

This program brings new professionals together to connect, learn and grow with a variety of professional, personal and career development opportunities. It is open to all civil servants who self identify as a new professional, whether they are new to the civil service, starting a new position, changing career paths, or looking for professional development. Events and activities include an annual conference, learning events, networking and mentoring opportunities, skill development through volunteer roles on the NPN planning teams, and regular communication through a newsletter, website and publications.

This program started in 2005 and currently there are over 1,100 members from across all government departments and regions of the province.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has approximately 180 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 Indigenous 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 its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. The network is open to all civil servants. There are 242 registered members from across government departments, and 377 on the distribution list. Learning events, on-site language translations, citizenship court ceremony receptions, representation in Manitoba career fairs, and informal mentorship to professional immigrants are among VM Net's activities since it was formed in 2006 by participants of the Career Gateway Program for visible minorities.

Civil Servants with Abilities Network (CSWAN)

CSWAN was launched in December 2014 as a new employee resource group that supports employees with disabilities. It is a network led by volunteers within the civil service, to support persons with disabilities with professional and personal career development and has approximately 230 members. It is also a resource for those in the civil service who support the career development of their colleagues with a disability.

We are All Valuable and Equal (WAVE)

WAVE is an employee network formed to help foster understanding and inclusion of sexual orientation and gender identity diversity. Launched in May 2016, as part of a broader Safe Spaces Initiative, the network has 110 members and is open to all interested Manitoba government employees, including those who self-identify as sexual minorities and allies. The network promotes awareness of advocacy, policy development,

education, outreach, and resource assistance for Manitoba government employees on sexual orientation and gender identity. This supports government's efforts to improve the services provided to a diverse Manitoba population and ensure respectful, inclusive workplaces for civil servants.

Learning Champions Network

Each department has identified at least one employee, called a Learning Champion, whose role is to answer questions, promote understanding of the Civil Service Learning Policy, and help department managers and employees with the processes of developing learning plans and having development conversations. Learning Champions are also the lead for Learn @ Work Week, a celebration of informal learning in departments which falls in September of each year, and assist with events to support informal learning.

Leadership Development Programs delivered by Organization and Staff Development:

Enterprise Talent Management (ETM)

Enterprise Talent Management (ETM) is an initiative of the Clerk of Executive Council launched in June 2015, supported by Policy, Programs and Learning. The program is inclusive of all Assistant Deputy Ministers (ADMs), and, for departments with less than two ADMs, participation by an appropriate number of Executive Directors. The program includes the following key components:

- confirmation of a standardized ADM knowledge, skills and abilities profile
- development of individual ADM profiles
- assessment of ADM positions to determine complexity and scope
- 360 degree assessment of ETM program participants
- talent management panel discussions for participants to receive feedback from Deputy Ministers, the Clerk of Executive Council, and the Civil Service Commissioner
- strategic learning events in support of executive development and relationship building
- improvements to recruitment and assessment methods for ADM positions

Certificate in Public Sector Management (CPSM) Program

Launched in 2008/09, this 18-month 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.

Essentials of Management (EOM) Program

A new program, launched in May 2017, the Essentials of Management (EOM) is an innovative program designed to meet the needs of managers with at least one level of management reporting to them. The EOM is comprised of four sequential modules and is offered through a blended learning format, which includes self study through the Organization and Staff Development (OSD) Learning Portal, online courses, and in-classroom learning.

Essentials of Supervision Certificate (EOS) Program

This program, which was introduced in 2008/09, 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 two-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.

Participants also have the option to complete individual course modules without enrolling in the whole certificate 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 ran from 2011 to 2016. Participants can still complete electives, but new offerings were discontinued in 2016/17.

APPENDIX D – Competition Statistics

Three Year Comparative Total

In 2017/18 there were a total of 898 competitions for positions within the civil service with a total of 39,760 applications for these positions, or an average of 44 applications per competition.

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

	Fiscal year ending March 31 st		
	2015/16	2016/17	2017/18
Competition Totals	1,367	940	898
Applications received:			
Internal	7,082	5,051	5,082
External	39,067	32,459	34,678
Total	46,149	37,510	39,760
Applicants interviewed:			
Internal	2,541	1,735	1,634
External	4,941	3,406	3,409
Total	7,482	5,141	5,043
Appointments:			
Internal	859	560	487
External	1,266	798	837
Total	2,125	1,358	1,324

Shown graphically as a percentage of the total:

