

# 2010 ANNUAL REPORT



Organization & Staff Development  
Manitoba Civil Service Commission

Learn.Develop.Renew

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

May It Please Your Honour:

I am pleased to present the Sixteenth Annual Report of the Organization and Staff Development Agency for the fiscal year ended March 31, 2010.

Respectfully submitted,

Rosann Wowchuk  
Minister Responsible for the Organization  
and Staff Development Agency  
Civil Service Commission



**Civil Service Commission**

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

Honourable Rosann Wowchuk  
Minister Responsible for the Organization  
and Staff Development Agency  
Civil Service Commission  
103 Legislative Building  
Winnipeg, Manitoba  
R3C 0V8

Dear Minister:

I am pleased to submit, for your consideration, the 2010 Annual Report of the Organization and Staff Development (OSD) Special Operating Agency.

The report covers the period April 1, 2009 to March 31, 2010. During this period, OSD continued to strive to fulfill its obligations as a self-sustaining operation and to achieve its service and financial objectives. Budget pressures on departments resulted in softening of revenues in 2009-10. OSD continues to make a valuable contribution to the renewal of Manitoba's Civil Service by leading the implementation of a government-wide Learning Policy, by orienting new employees to the core values and operations of the Manitoba Civil Service, and by supporting the skill development of the public service with programs such as Essentials of Supervision, the Art and Craft of Policy, and the certificate in Public Sector Management.

In 2009-10 OSD embarked on a two-year project to introduce new learning technology to support on-line learning. Funds to support this project were available in OSD's retained earnings. While this transition will reflect in the short term as an operating loss, the new learning management system is expected to be cost-recoverable by the end of the second year, and represents an investment in enhanced service and greater access to common training opportunities across government

Respectfully submitted,

Debra Woodgate  
Civil Service Commissioner  
Chair of the Organization  
and Staff Development Agency  
Advisory Board

Bureau du commissaire  
155, avenue Carlton, bureau 935  
Winnipeg (Manitoba) R3C 3H8

Madame Rosann Wowchuk  
Ministre responsable de Perfectionnement et formation  
Commission de la fonction publique  
Palais législatif, bureau 103  
Winnipeg (Manitoba)  
R3C 0V8

Madame la Ministre,

J'ai le plaisir de vous présenter le rapport annuel de 2010 de Perfectionnement et formation, un organisme de service spécial.

Le rapport couvre la période du 1<sup>er</sup> avril 2009 au 31 mars 2010. Durant cette période, Perfectionnement et formation a continué de s'acquitter de ses obligations en tant qu'organisme autonome et d'atteindre ses objectifs en matière de services et de finances. En dépit des contraintes budgétaires qui ont pesé sur les ministères et qui ont réduit les recettes durant l'exercice 2009-2010, Perfectionnement et formation continue de contribuer de façon précieuse au renouvellement de la fonction publique manitobaine, en dirigeant la mise en œuvre d'une politique d'apprentissage à l'échelle du gouvernement, en présentant aux nouveaux employés les valeurs fondamentales et les activités de la fonction publique du Manitoba, et en appuyant le perfectionnement des compétences des fonctionnaires grâce à des programmes tels que Essentials of Supervision (principes fondamentaux de la supervision), The Arts and Craft of Policy (l'art de la politique publique), et le certificat de gestion au sein du secteur public.

Durant l'exercice 2009-2010, Perfectionnement et formation a entrepris un projet de deux ans visant à mettre en place de nouvelles technologies d'apprentissage pour appuyer l'apprentissage en ligne. Perfectionnement et formation a puisé dans ses bénéfices non répartis pour financer ce projet. Cette transition se traduira par une perte d'exploitation à court terme. Cependant, on prévoit de recouvrer dès la fin de la deuxième année les coûts du nouveau système de gestion de l'apprentissage, lequel représente un investissement qui améliorera le service et offrira un meilleur accès aux possibilités de formation courantes à l'échelle du gouvernement.

Je vous prie d'agréer, Madame la Ministre, l'assurance de ma haute considération.

La commissaire de la Commission de la fonction publique et  
présidente du conseil consultatif de Perfectionnement et formation,

Debra Woodgate



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## **Profile**

### **Purpose**

The Manitoba Civil Service Commission (CSC) is the independent and impartial body established by *The Civil Service Act* to oversee all hiring in government. Among the responsibilities of CSC is the development of a sustainable workforce where people have the competence required to advance from the level of initial appointment through a reasonable career. The Commission achieves this workforce development goal through the work of Organization and Staff Development (OSD).

OSD provides the training, consulting, and development opportunities that enable employees, individually and in groups, to deliver on the government's service commitments. OSD provides its services in a manner that reflects the spirit and intent of human resource policies and conveys to the service providers that they are as important as those who they serve.

### **History**

In 1970 the Manitoba Civil Service Commission created a branch to provide training workshops and advisory services that supported government goals in the area of people and organization development.

In 1994 OSD became the third Special Operating Agency of the Manitoba Government. The Special Operating Agency framework emphasizes accountability and end results. This emphasis is consistent with the OSD tradition of putting the service user first and always striving to make a difference.

In 2007 OSD assumed responsibility for all employee development in government, other than that which is specific to one department or function. This shift in emphasis has required OSD to operate more as an integrated arm of the Civil Service Commission (the Commission), bringing all of its resources to bear on the government's need to keep and advance employees. OSD is the primary means government has to develop employees, to increase their value and their job satisfaction

OSD, on behalf of government and through the Commission:

1. designs and delivers courses to improve individual and organization effectiveness
2. provides the means for effective implementation of government human resource policies, and
3. guides employees and their managers in solving organization problems, improve service delivery, and realizing full human potential.

OSD services are available to central government, to individual departments, and to other organizations outside the Manitoba Civil Service.

The agency determines needs in three ways:

1. It reviews government initiatives and statements of priority.
2. It meets with central government to understand better what is wanted from the people who provide service.
3. It reviews feedback on its services, and talks to clients to determine changes in their needs.

## ***Director's Comment***

In 2009/10 OSD further adjusted its operation to align more closely with the Civil Service Commission's human resource renewal priorities.

The Essentials of Supervision (EOS) Certificate continues to increase in popularity. Departments that previously delivered department-specific supervisory training have adopted the EOS program for core training in supervisory skills. This shift has helped to consolidate OSD's role as a provider of common training.

An increase in OSD's role in the design and delivery of common training workshops initiated by other departments is further evidence that OSD's mandate as common training provider is being embraced across government.

Expenses incurred in the introduction of a new Learning Management System (LMS) to modernize OSD's operations and enable the introduction of eLearning have contributed to a planned operating loss in the short term. It is anticipated that the new system will become cost-recoverable in 2011/12 at the end of the two year pilot project phase.

Both the introduction of the LMS and the implementation of OSD's common training mandate have resulted in significant changes to OSD's business operation. These changes reflect the commitment of the Government of Manitoba to providing relevant training and development opportunities to the civil service.



## **Progress towards Goals and Objectives**

OSD continues to fulfill its Business Plan commitments. In 2009/10 OSD continued to solidify the position of the agency as a relevant and valued supplier of consulting and training services. OSD achieved its goals and objectives and performance targets.

### **From 2009/10 Business Plan:**

The primary goal for 2009/10 is to consolidate OSD's role as the authority for all common training in government.

OSD's objectives and action steps are to support the direction of the Commission and the intention of the Deputy Minister Advisory Committee on Human Resources to improve human resource services by:

1. Enhancing and promoting OSD's role and services in the context of the common training framework.
  - *Redesigned the annual Learning and Development Guide to highlight programming that was tailored specifically to working in the Government of Manitoba*
  - *Worked with other departments to expand the range of department-originated common training workshops delivered through OSD*
  - *Integrated Learning Policy and other corporate policy content across all leadership and certificate programs*
2. Implementing the corporate Learning Policy as a means to encourage continuous employee learning and organization improvement.
  - *Provided support and advice to department Learning Champions to assist managers implement learning plans in their respective departments*
  - *Delivered training and development opportunities throughout the province*
  - *Developed and implemented comprehensive on-line resources for developing learning plans*
3. Executing the first year of a two-year eLearning implementation project, including:
  - *Configured and launched a new Learning Management System (LMS) to replace OSD's current registration system;*
  - *Developing a cost recovery model for eLearning services.*
  - *Piloting a limited number of eLearning courses in collaboration with departments; and*
4. Enhancing training opportunities for human resource professionals, and assessing the learning needs of departmental employees with training and development responsibilities.
  - *Supported the Civil Service Commission in the delivery of a 2-day Symposium to orient Human Resources employees to a "Single Policy, Single Practice" approach to the delivery of HR services in government*
  - *Increased offerings of Valuing Diversity and Duty to Accommodate workshops to meet the required training needs of the HR sector.*
5. Increasing offerings of the Manitoba Civil Service Corporate Orientation, incorporating offerings at locations outside of Winnipeg.
  - *5 sessions of the 1/2 day workshop were held from April 2009 to March 2010, with participation by 135 employees. A total of 444 employees have participated to date.*
6. Refreshing curricula and services related to the corporate priorities of diversity and the respectful workplace.
  - *Valuing Diversity workshop was refreshed to align with the current Civil Service Diversity Strategy.*

- *Course offerings related to Respectful Workplace were refreshed to focus on in-house training with intact work teams.*

7. Enhancing existing leadership development programs.

- *32 Women participated in the fourth intake of the Women's Leadership Program (WLP)*
- *73 participants completed two intakes of the Queens Executive Development component of the Leadership Development Initiative (LDI)*
- *Leadership @ All Levels (L@AL) was redesigned as a self-directed program in alignment with learning plan activity in departments*
- *30 participants enrolled in the second intake of the Certificate in Public Sector Management (CPSM)*
- *Continuous evaluation of all leadership programs led to enhanced program content and delivery*
- *Expanded learning networks in government through offering development opportunities to participants across various corporate leadership programs*

8. Enhancing existing certificate programs.

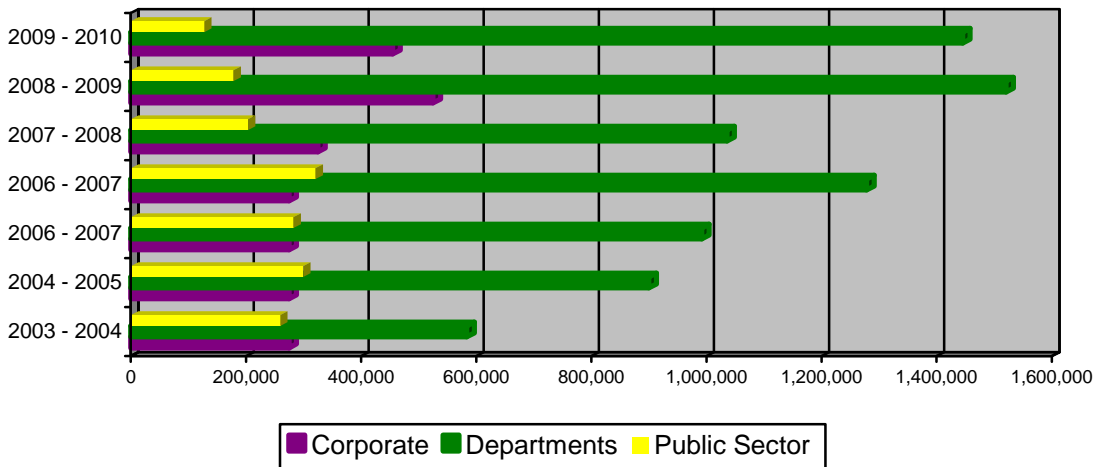
- *Enhanced Partnerships with Manitoba post-secondary institutions provide further opportunities for transferring credits from OSD workshops. New credit articulation agreements were established with the University of Manitoba and Red River College*
- *Intensive week-long "boot camp" sessions of the Office Professionals Certificate Program and Essentials of Supervision Certificate were successfully piloted in the summer of 2009, expanding training opportunities to year-round.*
- *All certificate assignments were refreshed to ensure that they were aligned with learning outcomes and were supported by a clear evaluation rubric.*

9. Enhancing development opportunities for policy analysts and senior management.

- *In partnership with the Institute on Governance, developed and piloted a two day course on planning and conducting citizen engagement activities titled The Rules Of Engagement: Involving Citizens And Stakeholders In Public Policy*
- *Worked with Treasury Board Secretariat on the development of Gender and Diversity Analysis training..*

### Comparison of Revenue by Stream

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
<b>Corporate *</b>	274,700	274,700	274,700	274,700	324,700	524,700	454,700
<b>Departments **</b>	583,597	899,967	991,612	1,278,414	1,035,608	1,520,588	1,445,159
<b>Public Sector ***</b>	259,249	299,154	282,249	320,649	203,323	178,145	127,144



\* Training and Consulting fully or partially funded by the Civil Service Commission

\*\* Training and Consulting fully or partially paid for by Government of Manitoba departments or Special Operating Agencies

\*\*\* Training and consulting fully paid for by the Government of Canada, Crown Corporations, and Regional Health Authorities, Foundations and all other privately owned companies or businesses.

## **Performance Framework - Part 1**

**Table 1 – Open Training**

Open training are those workshops scheduled in the OSD Learning and Development Guide.

“Workshops added” are those added in response to high demand of any regularly scheduled workshops.

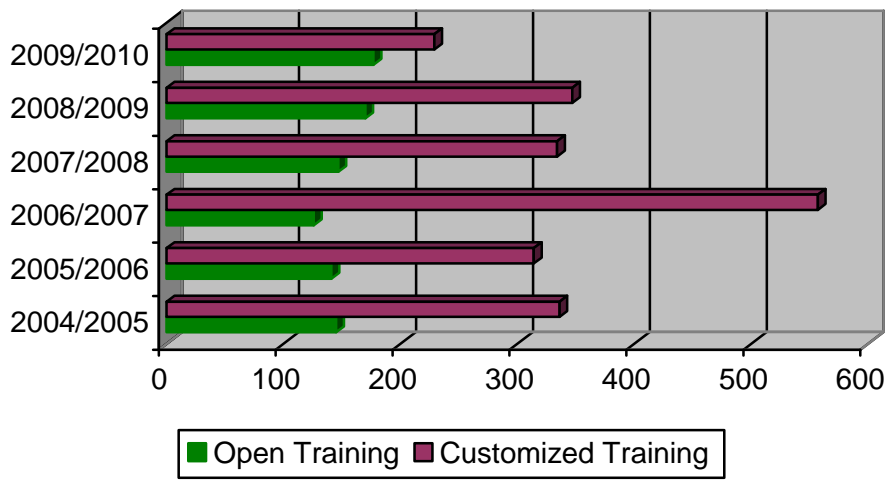
	<i>Winnipeg Workshops</i>	<i>Rural Workshops</i>	<i>Workshops Added</i>	<i>Total</i>	<i>Participants</i>	<i>Average per class</i>
<b>2009/10</b>	147	14	16	177	3,129	18
<b>2008/09</b>	133	7	30	170	3,164	19
<b>2007/08</b>	118	19	10	147	2,627	18
<b>2006/07</b>	99	20	7	126	2,150	17
<b>2005/06</b>	108	24	9	141	2,432	17
<b>2004/05</b>	124	16	5	145	2,057	14

**Table 2 – Customized Training**

Customized Training is consulting, training or administrative services provided to a specific service user and their organization.

	<i>Winnipeg Workshops</i>	<i>Rural Workshops</i>	<i>Total</i>	<i>Participants</i>	<i>Average per class</i>
<b>2009/10</b>	185	44	229	3,711	16
<b>2008/09</b>	270	77	347	4,705	14
<b>2007/08</b>	291	43	334	5,062	15
<b>2006/07</b>	453	104	557	6,587	12
<b>2005/06</b>	264	50	314	4,038	13
<b>2004/05</b>	296	40	336	4,522	13

### Comparison of Open Training and Customized Training



**Table 3 – Participation in specialized Civil Service Leadership Development programs**

In 2008/09, responsibility for learning and development programming related to civil service renewal was transferred to OSD. Prior to 2008/09, this activity fell under the umbrella of Employee Development in sub-appropriation 17-1E.

	Leadership Development Initiative (LDI)	Women's Leadership Program (WLP)	Certificate in Public Sector Management (CPSM)	Leadership @ All Levels (L@AL)	Total
<b>2009/10</b>	73	32	30	n/a*	135
<b>2008/09</b>	70	18	27	54	168
<b>2007/08</b>	60	28	n/a*	n/a*	88
<b>2006/07</b>	90	30	n/a*	n/a*	120
<b>2005/06</b>	56	n/a*	n/a*	n/a*	56
<b>2004/05</b>	29	n/a*	n/a*	n/a*	29

\* Program not in existence

**OSD Reporting Relationships as at March 31, 2010**

