

Manitoba Public Service Commission

Commission de la fonction publique du Manitoba

Annual Report Rapport annuel

**For the year ended March 31, 2025
Pour l'exercice terminé le 31 mars 2025**

LAND ACKNOWLEDGEMENT

We acknowledge that Manitoba is located on the Treaty Territories and ancestral lands of the Anishinaabeg, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk Nations.

We acknowledge that Manitoba is located on the National Homeland of the Red River Métis.

We acknowledge that northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

RECONNAISSANCE TERRITORIALE

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les terres ancestrales des peuples anishinaabeg, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe sur le territoire national des Métis de la Rivière-Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Annual Report

2024-25

**Manitoba Public Service
Commission**

Rapport annuel

2024-2025

**Commission de la
fonction publique du
Manitoba**

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Minister responsible for the Manitoba Public Service

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

Her Honour the Honourable Anita R. Neville, P.C., 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, for the information of Your Honour, the Annual Report of the Manitoba Public Service Commission, for the fiscal year ending March 31, 2025.

Respectfully submitted,

“Original signed by”

Honourable Adrien Sala
Minister of Finance
Minister responsible for Manitoba Hydro
Minister responsible for Manitoba Public Service
Minister responsible for the Public Utilities Board





Ministre responsable de la Fonction publique du Manitoba

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

Son Honneur l'honorable Anita R. Neville, P.C., O.M.
Lieutenante-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel de la Commission de la fonction publique du Manitoba pour l'exercice qui s'est terminé le 31 mars 2025.

Le tout respectueusement soumis,

“Original signé par”

Adrien Sala
Ministre des Finances
Ministre responsable d'Hydro-Manitoba
Ministre responsable de la Fonction publique du Manitoba
Ministre responsable de la Régie des services publics



Office of the Public Service Commissioner
Room 333 Legislative Building
Winnipeg MB R3C 0V8
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Honourable Adrien Sala
Minister responsible for the Manitoba Public Service
Room 103 Legislative Building
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2024-25 Annual Report of Manitoba Public Service Commission.

Respectfully submitted,

“Original signed by”

Dana Rudy
Deputy Minister of Public Service Commission





**Commission de la fonction publique
Sous-Ministre**

Bureau du commissaire de la fonction publique
Palais législatif, bureau 333
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Adrien Sala
Ministre responsable de la Fonction publique du Manitoba
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel de la Commission de la fonction publique du Manitoba pour l'exercice 2024-2025.

Le tout respectueusement soumis,

“Original signé par”

Dana Rudy
Commissaire de la Commission de la fonction publique



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Introduction/Introduction

This Annual Report fulfills the department reporting requirements described in The Financial Administration Act. The annual report is organized in accordance with departments' appropriation structure as of March 31, 2025, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the annual report includes the Manitoba government performance measurement to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. Performance measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

The annual report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown of any changes to its voted budget and also reports on the department's progress in achieving diversity milestones. The financial results and associated variance explanations continue to be provided at the sub-appropriation level. The annual report provides a comprehensive picture of the department's financial performance.

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2025, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend la mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Le rapport annuel fournit un portrait global de la performance financière du ministère.

Department At a Glance – 2024-25 Results

The Public Service Commission Description	<p>The Public Service Commission is responsible for leading effective human resources and workforce relations, as well as representing the public interest in the administration of The Public Service Act and regulations.</p> <p>In carrying out its responsibilities, the Commission ensures that the recruitment and selection of public servants is based on merit, equity and fairness and that the candidates selected meet the government's requirements for service delivery.</p> <p>The Commission provides strategic human resource advice and direct human resource services to all Manitoba government departments. To ensure an ethical, effective and inclusive public service, it leads the development and implementation of corporate workforce legislation, policies, programs, reporting and analytics that support or advance government priorities.</p>
Minister	Honourable Adrien Sala
Deputy Minister	Dana Rudy, Public Service Commissioner

Summary Expenditure (\$M)	
35	33
Authority	Actual

Core Expenditure (\$M)		Core Staffing
32	32	393.25
Authority	Actual	Authority

Coup s'œil sur le ministère – Résultat en 2024-25

<p>Description de la Commission de la fonction publique</p>	<p>La Commission de la fonction publique est un organisme chargé de la gestion efficace des ressources humaines et des relations de travail au sein du gouvernement. Elle représente l'intérêt public dans la mise en œuvre de la Loi sur la fonction publique et de ses règlements d'application.</p> <p>Dans l'exercice de ses responsabilités, la Commission s'assure que le recrutement et la sélection des fonctionnaires sont fondés sur les principes du mérite, de l'équité et de l'impartialité, d'une part, et que les candidats choisis répondent aux exigences du gouvernement relativement à la prestation des services, d'autre part.</p> <p>La Commission fournit des conseils stratégiques et des services directs en matière de ressources humaines à tous les ministères du gouvernement du Manitoba. De même, elle dirige l'élaboration et la mise en œuvre des lois, des politiques, des programmes, des rapports et des analyses qui appuient ou font progresser les priorités du gouvernement.</p>
<p>Ministre</p>	<p>Adrien Sala</p>
<p>Sous-ministre</p>	<p>Dana Rudy, Commissaire de la fonction publique</p>

Dépenses globales (en millions de dollars)	
35	33
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
32	32	393.25
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

Department Responsibilities

The Public Service Commission is responsible for leading human resources and workforce relations, as well as representing the public interest in the administration of The Public Service Act and regulations, supporting an effective, inclusive and ethical public service.

The overall responsibilities of the minister and Public Service Commission include:

- Administering The Public Service Act and regulations
- Leading effective human resources and workforce relations in government
- Leading the development and implementation of corporate human resource and government-wide workforce legislation, policies, programs and initiatives
- Preparing and reporting on analytics that support government priorities
- Providing strategic human resource advice and direct human resource services to all Manitoba government departments, including the recruitment and selection of public servants based on merit, equity and fairness

The Minister is also responsible for:

The Department of Finance, Manitoba Hydro, and the Manitoba Public Utilities Board, an independent quasi-judicial administrative tribunal operating under the authority of the Manitoba Legislature.

Appendix A – Statutory Responsibilities lists acts under the minister's responsibility.

Department Shared Services

Shared service support is provided to the Public Service Commission from the following branches:

- The Comptrollership and Analytical Services Branch of the Department of Finance provides shared service support to the Public Service Commission through financial management and leadership, including budget, cashflows, internal controls, and monitoring, as well as providing the comptrollership function, including Delegated Financial Signing Authorities.
- The Finance and Administration Shared Services Branch of the Department of Finance provides transactional accounting services, including vendor and employee remittance, contract management, and administrative functions related to corporate travel cards, procurement cards, the parking program, and associated reconciliations and payments.
- The Department of Innovation and New Technology provides guidance and effective management of information and communication technology investments for the Public Service Commission.

Responsabilités ministérielles

La Commission de la fonction publique est un organisme chargé d'assurer une direction efficace des ressources humaines et des relations de travail au sein du gouvernement. Elle représente l'intérêt public dans la mise en œuvre de la Loi sur la fonction publique et de ses règlements d'application en soutenant une fonction publique efficace, inclusive et éthique.

Les responsabilités générales de la personne occupant le poste de ministre et du ministère de la Commission de la fonction publique comprennent les suivantes :

- Mettre en œuvre la Loi sur la fonction publique et ses règlements d'application
- Assurer une direction efficace des ressources humaines et des relations de travail au sein du gouvernement
- Diriger l'élaboration et la mise en œuvre des lois, des politiques, des programmes et des initiatives en matière de ressources humaines et de main-d'œuvre à l'échelle du gouvernement
- Préparer et produire des rapports d'analyse qui appuient les priorités du gouvernement
- Fournir des conseils stratégiques et des services directs en matière de ressources humaines à tous les ministères du gouvernement du Manitoba, notamment en ce qui concerne le recrutement et la sélection des fonctionnaires selon les principes du mérite, de l'équité et de l'impartialité

La personne occupant le poste de ministre est aussi responsable des entités suivantes :

Le ministère des Finances, Manitoba Hydro et la Régie des services publics du Manitoba, un tribunal administratif quasi judiciaire indépendant relevant de la Législature du Manitoba.

L'annexe A portant sur les responsabilités législatives dresse la liste des lois qui relèvent de la personne occupant le poste de ministre (en anglais seulement).

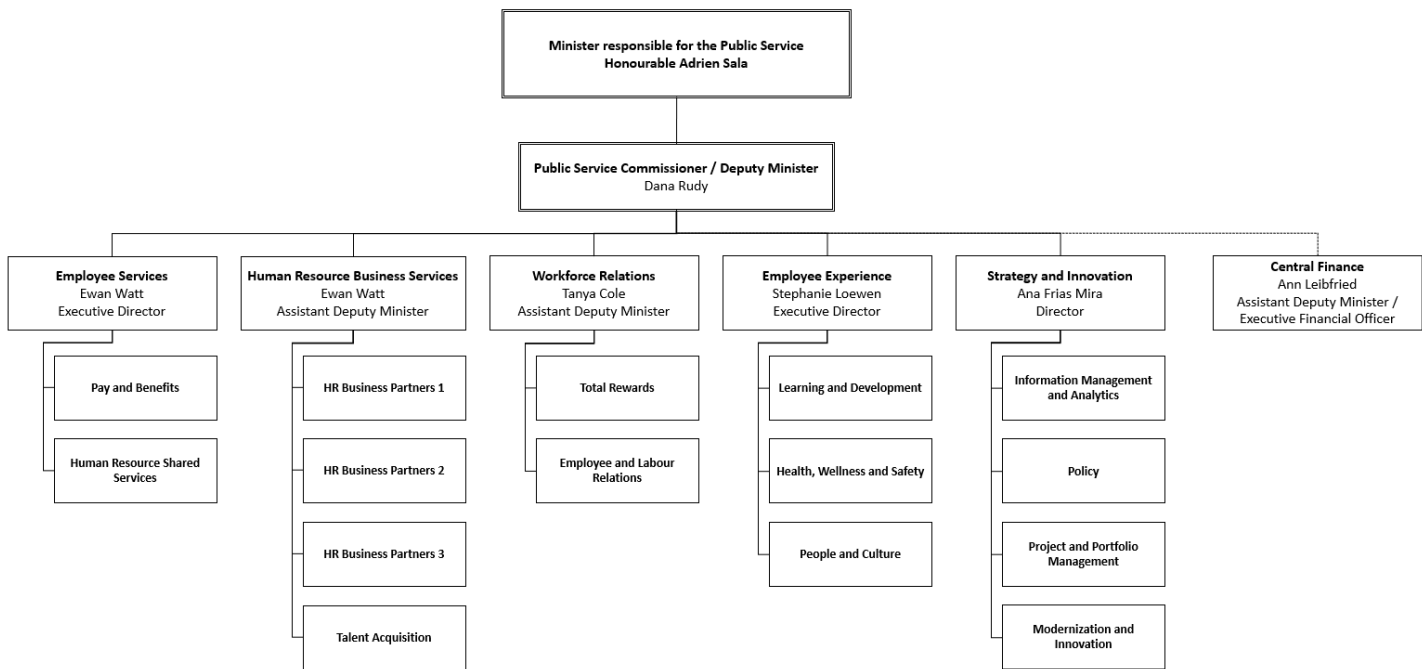
Services partagés du ministère

Les directions suivantes fournissent des services partagés à la Commission de la fonction publique.

- La Direction du contrôle financier et des services analytiques du ministère des Finances fournit à la Commission de la fonction publique des services partagés en matière de gestion et de leadership financiers, notamment pour le budget, les flux de trésorerie, la surveillance et les contrôles internes de même que la fonction de contrôleur, y compris les pouvoirs de signer des documents financiers.
- Les Services partagés des finances et de l'administration du ministère des Finances fournissent des services de comptabilité transactionnelle, notamment pour les versements aux fournisseurs et aux employés et la gestion des marchés, et ils remplissent des fonctions administratives liées aux cartes de voyage professionnelles, aux cartes d'achat, au programme de stationnement et aux rapprochements et paiements connexes.
- Le ministère de l'Innovation et des Nouvelles technologies fournit des conseils et une gestion efficace des investissements en technologies de l'information et des communications (TIC) à la Commission de la fonction publique.

Organizational Structure

Public Service Commission as of March 31, 2025



Operating Environment and Departmental Risk

The Public Service Commission (PSC) supports government departments through the delivery of centralized human resources and workforce relations. The PSC is focused on aligning resources and improving services to meet critical recruitment and retention needs across government to ensure an ethical and effective public service, as well as a skilled, diverse and engaged workforce.

Over the past year, recruitment and retention pressures continued to be a challenge, as seen in other jurisdictions. To support these needs, the PSC enhanced outreach in partnership with Indigenous organizations, and educational and community institutions. The department also improved recruitment processes and enhanced reporting to support informed, evidence-based workforce decisions. The PSC leveraged use of generative Artificial Intelligence to support recruitment and retention activities, such as job postings, letters, interview supports and job evaluation processes. The PSC also began developing a three-year corporate workforce action plan, outlining key priorities to ensure an effective public service, as prescribed by The Public Service Act. Together, these efforts will strengthen workforce planning and recruitment and build necessary capacity for department-specific workforce management.

By investing in talent, fostering leadership, and encouraging learning and continuous development, the PSC helps employees grow their careers and stay engaged in the public service. New mandatory training for Truth and Reconciliation and anti-racism are now in place in support of The Path to Reconciliation Act and The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act.

Efforts to build a workforce that reflects Manitoba's population have continued. While Manitoba is exceeding labour force representation data available through Statistics Canada for women and visible minorities, focussed efforts on targeted roles and outreach over the past year will continue to improve representation of Indigenous Peoples and persons with disabilities.

Furthermore, the PSC enhanced services by refining the Human Resource Business Partner function, supporting training in respectful workplace support, strategic thinking, conflict resolution and client service, and improving service quality and turnaround times through AskPSC, the single point of contact for employees. While improvements in the completion rates of annual performance conversations were realized in 2024-25 through enhanced communication, reporting, and supports to managers, more work remains to be done. In December, the PSC released the five-year review of The Public Interest Disclosure Act and is working on an implementation plan to respond to recommendations. Furthermore, the PSC reviewed the Respectful Workplace policy to strengthen protections and response to sexual harassment allegations. The updated policy will be released in 2025-26.

Technology continues to shape how services are delivered and growing momentum around Artificial Intelligence offers new opportunities for innovation. Work to implement the Enterprise Resource Planning (ERP) system, including the release of the learning and development module, is part of ongoing efforts to enable technology to support efficient business processes and enhance decision-making through improved data analytics. However, delays in ERP implementation and broader information technology risks remain potential barriers to achieving these outcomes.

As a result of increasing workplace injuries, and associated rising claim costs and time loss, focussed planning was launched in 2024-25, in partnership with government departments, to enhance Manitoba government's safety culture, strengthen workplace injury prevention efforts and ensure safe and timely return to work

processes. New interventions are planned for 2025-26, with a focus on preventing psychological injury, in support of amendments to The Workplace Safety and Health Act, proposed in March 2025.

While budget and staff capacity continue to impact the department’s ability to deliver on all identified priorities, internal reviews and ongoing improvements are helping to identify efficient approaches. The PSC continues to be adaptable and innovative in its approach to find solutions to support its mission of providing leadership and services to support an ethical and effective public service for Manitoba.



2024-25 Key Achievement Highlights

During the fiscal year, Manitoba Public Service Commission accomplished the following:

- Supported a national talent search and human resource services in connection with the Humanitarian Search of the Prairie Green Landfill.
- Implemented new mandatory anti-racism training for public servants to continue to build inclusive workplaces, as required by The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act.
- Launched the Manitoba Government Accessibility Plan for 2025 and 2026, with actions to remove barriers and strengthen accessibility across the public service.
- Collaborated with Employee Network Groups and external organizations to support equity, diversity, and inclusion-related learning events for public servants, helping to advance engaged, respectful and inclusive workplaces.
- Developed three additional modules of “Our Shared Journey Towards Truth and Reconciliation” to broaden public service training to advance Truth and Reconciliation in the workplace and address the Truth and Reconciliation Commission of Canada’s Call to Action 57 to increase awareness about the historical and contemporary issues facing Indigenous Peoples in Manitoba and Canada.
- Provided strategic leadership and coordination for province-wide employee engagement efforts, including the Manitoba Public Service Awards, National Public Service Week and the Manitoba Public Service ePledge Charitable Giving Campaign. These initiatives reinforced a culture of recognition, community and public service excellence, resulting in 150 award nominations, over 1,700 event participants, and nearly \$400,000 raised through the Giving Campaign.
- Administered the Learning Fund, supporting individual and group training aligned with job-specific and organizational needs. In 2024-25, 185 individual and 51 group applications were received, enabling specialized and innovative professional development opportunities for 2,000 public servants.
- Launched a new Success Factors Learning Management System to enhance the user learning experience, providing greater ease and access to training, and improve tracking of learning activities across the organization.
- Led recruitment initiatives to address current and future workforce needs, contributing to a sustainable and responsive public service that meets the needs of Manitobans (Refer to Appendix E - Competition Statistics).
- Promoted careers in the Manitoba Public Service through outreach to organizations and educational institutions, participating in 44 events across the province.
- Enhanced recruitment and outreach strategies to attract and retain Indigenous employees, including the integration of culturally sensitive interview methods.

- Administered the Student Temporary Employment Program (STEP), providing employment opportunities to 1,665 students across Manitoba's public service with 8,508 students registering their interest in employment.
- Supported the human resource stream of government's Enterprise Resource Planning (ERP) digital modernization initiative, focussing on recruitment, payroll, and timekeeping modules, through foundational work including project planning, resourcing and data cleansing.
- Released a five-year review of The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) in December and began planning next steps to address the review's recommendations. Delivered in-person training to designated officers across departments to strengthen awareness and understanding of PIDA, and to support effective handling of wrongdoing disclosures.
- Advanced policy and resource development including the Accessible Information and Communication policy statement, along with consultation on enhancements to the Reasonable Accommodation policy to improve process and align with accessibility guiding principles and requirements.
- Reviewed the Respectful Workplace Policy which includes enhanced protections and response to sexual harassment allegations.
- Initiated development of a three-year corporate workforce action plan for Manitoba's Public Service, guided by the values of an effective public service in The Public Service Act. The plan will set clear goals and actions focused on innovation, collaboration, and long-term impact.
- Responded to over 10,000 inquiries through AskPSC, achieving an 83% first-contact resolution rate. Inquiry data was leveraged to strengthen service delivery and inform improvements.
- Supported departmental reorganizations and related workforce changes, such as Manitoba Development Centre. Continued development of workforce policies, tools, resources, and processes to support capacity building of managers and employees.
- Undertook intake and coordination of employee investigations, provided advice and guidance on investigatory matters, and promoted consistent approaches and reporting across the public service. This work is coordinated through the Investigations Unit, which has established standardized investigation procedures and delivers training to build capacity of human resources business partners and management.

Principales réalisations en 2024-2025

Au cours de l'exercice, la Commission de la fonction publique du Manitoba a accompli les réalisations suivantes.

- Appui à la recherche de talents à l'échelle nationale et aux services des ressources humaines dans le cadre des fouilles humanitaires réalisées dans la décharge de Prairie Green.
- Mise en œuvre d'une nouvelle formation obligatoire sur l'antiracisme pour les fonctionnaires afin de continuer à créer des milieux de travail inclusifs, conformément à la Loi sur la formation obligatoire des employés provinciaux (racisme systémique et droits de la personne).
- Lancement du Plan d'accessibilité du gouvernement du Manitoba pour 2025 et 2026, qui prévoit des mesures pour supprimer les barrières et renforcer l'accessibilité dans la fonction publique.
- Collaboration avec des groupes de réseaux d'employés et des organisations externes pour soutenir la tenue d'activités d'apprentissage sur l'équité, la diversité et l'inclusion à l'intention des fonctionnaires, contribuant ainsi à promouvoir des milieux de travail engagés, respectueux et inclusifs.
- Élaboration de trois modules supplémentaires du cours « Notre cheminement commun vers la vérité et la réconciliation » pour élargir la portée de la formation destinée à la fonction publique afin de faire progresser la vérité et la réconciliation sur le lieu de travail et de répondre à l'appel à l'action 57 de la Commission de vérité et réconciliation du Canada, lequel prône une sensibilisation accrue aux problèmes historiques et contemporains auxquels font face les peuples autochtones du Manitoba et du Canada.
- Leadership et coordination stratégiques des efforts de mobilisation du personnel à l'échelle de la province. Ces initiatives, parmi lesquelles figurent les prix de la fonction publique du Manitoba, la Semaine nationale de la fonction publique et la campagne de dons de bienfaisance en ligne de la fonction publique du Manitoba, ont renforcé une culture de la reconnaissance, l'esprit communautaire et l'excellence de la fonction publique. Elles ont donné lieu à 150 nominations, rassemblé plus de 1 700 participants aux événements et permis d'amasser près de 400 000 dollars (dans le cas de la campagne de dons).
- Administration du Fonds d'apprentissage, qui soutient l'offre d'une formation individuelle et en groupe expressément liée à l'emploi et adaptée aux besoins organisationnels. En 2024-2025, la Commission a approuvé 185 demandes individuelles et 51 demandes de groupes, ce qui lui a permis d'offrir des possibilités de perfectionnement professionnel spécialisées et novatrices à 2 000 fonctionnaires.
- Lancement d'un nouveau système de gestion de l'apprentissage SuccessFactors pour améliorer l'expérience d'apprentissage des utilisateurs, la convivialité, l'accès à la formation et le suivi des activités d'apprentissage dans l'ensemble de l'administration gouvernementale.
- Orientation des initiatives de recrutement pour répondre aux besoins actuels et futurs en main-d'œuvre afin de contribuer à une fonction publique durable et adaptée aux besoins de la population (voir l'annexe E – Competition Statistics).
- Promotion des carrières dans la fonction publique du Manitoba grâce à des efforts de liaison externe avec des organisations et des établissements d'enseignement, qui ont mené à la participation de la Commission à 44 événements aux quatre coins de la province.

- Amélioration des stratégies de recrutement et de liaison externe pour attirer les candidats autochtones et les maintenir en poste, notamment par l'intégration de méthodes d'entrevue adaptées aux sensibilités culturelles.
- Gestion du Service STEP (programme d'emplois temporaires pour les étudiants), qui a permis à 1 665 étudiants de décrocher un poste dans la fonction publique du Manitoba parmi les 8 508 jeunes ayant manifesté un intérêt pour un emploi au gouvernement.
- Appui au volet relatif aux ressources humaines de l'initiative de modernisation numérique des systèmes de planification des ressources organisationnelles du gouvernement – en particulier les modules liés au recrutement, à la gestion de la paie et à la comptabilisation du temps – grâce à un travail de fond comprenant des activités de planification de projets, de ressourcement et de nettoyage des données.
- Publication d'un examen quinquennal de la Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) en décembre et planification initiale des prochaines étapes pour mettre en œuvre les recommandations découlant de l'examen. Prestation d'une formation en personne pour les fonctionnaires désignés dans les différents ministères pour mieux leur faire connaître et comprendre la teneur de cette loi et les aider à traiter de façon efficace les signalements d'actes répréhensibles.
- Élaboration approfondie de politiques et de ressources, notamment l'énoncé de politique sur les renseignements et la communication accessibles, et tenue de consultations sur les améliorations à apporter à la Politique sur les mesures d'adaptation raisonnables afin de renforcer le processus et d'assurer le respect des principes directeurs ainsi que des exigences en matière d'accessibilité.
- Examen de la Politique relative au respect en milieu de travail, qui comprend des protections renforcées et un encadrement de la réponse aux allégations de harcèlement sexuel.
- Élaboration initiale d'un plan d'action triennal sur la main-d'œuvre pour la fonction publique du Manitoba, orientée par les valeurs d'une fonction publique efficace énoncées dans la Loi sur la fonction publique. Le plan définira des mesures et des objectifs clairs axés sur l'innovation, la collaboration et les résultats à long terme.
- Présentation d'une réponse à plus de 10 000 demandes de renseignements présentées par l'intermédiaire du portail AskPSC, avec un taux de résolution lors du premier contact de 83 %. Les données tirées de ces demandes ont permis de renforcer la prestation de services et d'éclairer les améliorations à apporter.
- Soutien des efforts de remaniement ministériel et des changements d'effectifs qui en ont découlé, par exemple dans le cas du Centre manitobain de développement. Poursuite de l'élaboration de politiques, d'outils, de ressources et de processus relatifs à la main-d'œuvre pour soutenir le renforcement des capacités des gestionnaires et des employés.
- Réception des demandes d'enquête et coordination des procédures pour les enquêtes portant sur des employés, présentation de conseils et de recommandations sur les dossiers d'enquête et soutien à l'adoption d'approches et à la production de rapports cohérents dans l'ensemble de la fonction publique. Ce travail est coordonné par l'unité responsable des enquêtes, qui a établi des procédures d'enquête normalisées et donne des formations pour renforcer les capacités de nos gestionnaires et de nos entreprises partenaires en matière de ressources humaines.

Department Performance Measurement

The departmental objectives reflect the elected government priorities listed in the department mandate letters. The government identified five provincial themes: Lowering Costs for Families, Rebuilding Health Care, Growing Our Economy, Healthier Families and Safer Communities and A Government that Works for You, with the department's objectives listed under each of the themes.

Vision

Public Service Excellence

Mission

To provide leadership and services to support an ethical and effective public service for Manitoba.

Values

The Public Service Commission will achieve its mission through modeling and promoting the following values:

- Respect for others
- Integrity
- Accountability
- Skill and dedication
- Service
- Collaboration
- Innovation
- Sustainability

Provincial Themes and Department Objectives

A Government that Works for You

1. Provide responsive service delivery for human resources and workforce relations
2. Build public service capacity, dedicated to excellence in delivering results for Manitobans
3. Foster a respectful, diverse, inclusive, supported and collaborative public service

Mesure de la performance du ministère

Les objectifs ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Le gouvernement a désigné cinq thèmes provinciaux (Réduire les coûts pour les familles, Rebâtir le système de soins de santé, Faire croître notre économie, Des familles plus en santé et des communautés plus sûres et Un gouvernement qui travaille pour vous) sous lesquels sont répertoriés les objectifs ministériels.

Vision

Une fonction publique d'excellence

Mission

Offrir encadrement et services de soutien pour une fonction publique éthique et efficiente au service du Manitoba.

Valeurs

La Commission de la fonction publique s'acquittera de sa mission en montrant l'exemple et en faisant la promotion des valeurs suivantes :

- Respect d'autrui;
- Intégrité;
- Responsabilisation;
- Compétence et dévouement;
- Service;
- Collaboration;
- Innovation;
- Durabilité.

Thèmes provinciaux et objectifs ministériels

Un gouvernement qui travaille pour vous

1. Fournir des services adaptés aux besoins des ressources humaines et des relations de travail.
2. Renforcer une fonction publique vouée à la poursuite de l'excellence dans l'obtention de résultats au profit de la population manitobaine.
3. Favoriser l'établissement d'une fonction publique respectueuse, diversifiée, inclusive, soutenue et axée sur la collaboration.

Department Performance Measurement - Details

The following section provides information on key performance measures for the Public Service Commission for the 2024-25 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government 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.

A Government that Works for You

1. Provide responsive service delivery for human resources and workforce relations

Key Initiatives

Continued development of Human Resource Business Partners and Talent Acquisition service delivery model with clients: The PSC continued to refine its service delivery model to improve efficiency in the department's human resource, employee development, policy, data management, and employee and labour relations functions. The Talent Acquisition Branch focused on improvements for more efficient approaches to recruitment and expanded outreach activities. Human Resource Business Partners were supported with training in the areas of respectful workplace support, strategic thinking, conflict resolution and client service.

Improve reporting and evaluation tools, in addition to tracking systems to support human resource management and data collection for evidence-based decision making: The PSC continued its engagement in the Enterprise Resource Planning (ERP) digital modernization project. This work aims to modernize and enhance the functionality and efficiency of human resource information management and reporting. The PSC also made improvements to the job classification system and job evaluation tools, built internal tools to track recruitment work, and enhanced the Talent Analytics Dashboard to provide valuable workforce management data and analytics.

Develop tools to support best practices in employee management: The PSC continued the development and implementation of resources and tools to support successful leadership in the public service including ongoing promotion of performance development conversations and supported manager training on the topics of respectful workplace, performance development conversations and attendance management. The PSC also launched focussed planning to enhance Manitoba government's safety culture, strengthen workplace injury prevention efforts and ensure safe and timely return to work processes. This included launching a new partnership with SAFE Work Manitoba, establishing a Deputy Ministers' Committee and identifying high priority areas to reduce injuries and enhance prevention efforts.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
1.a Percentage of job evaluation requests completed within first 60 working days, reported annually	75%	97%	70%	97%
1.b Percentage of completed performance development conversations within Manitoba's core public service each fiscal year	-	24%	60%	48%

1.a Percentage of job evaluation requests completed within first 60 working days, reported annually: By improving completion time for job evaluation reviews within Manitoba's job evaluation program, the PSC is increasing the efficiency of our processes, and in turn the effectiveness of our service delivery to public servants. The target was to complete 70% of requests within the first 60 working days, and this target was exceeded in 2024–25.¹

1.b Percentage of completed performance development conversations within Manitoba's core public service each fiscal year: This measure tracks the percentage of Manitoba's core public service employees who have completed a formal Performance Development Conversation Form or Probation/Assessment Form with their supervisor each fiscal year. Completion of annual performance development conversations and probation/assessment conversations for employees new to their role helps employees and supervisors work together to improve performance, ensure work expectations are met, and that employees are provided with the tools necessary to support the programs and services on which Manitobans depend on. Reporting for departments was optional in 2022-23 with mandatory reporting in place for 2023-24. Although the 2024-25 target of 60% was not met, actuals at 48% reflects a notable improvement from previous years. The PSC remains committed to supporting departments in strengthening performance development conversations across the public service and ensuring reporting compliance for a more accurate understanding of completion rates. For detailed departmental information, see Appendix D.¹

2. Build public service capacity, dedicated to excellence in delivering results for Manitobans

Key Initiatives

Development of tools and supports for managers and employees: The PSC continued developing workforce policies, tools, training and processes to build the capacity of managers and employees. These efforts help advance to deliver on Manitoba government's priorities and improve outcomes for Manitobans. This included accessibility-related workforce policies that ensure equitable access to information, communication and programs, as well as the ongoing development of processes to effectively fill designated bilingual positions and build capacity to provide services in both official languages. To foster employee growth, the PSC promoted performance development and learning plan tools, delivered leadership development programs, and coordinated the Learning Fund to enable self-directed learning and development. Through

¹ To ensure accuracy and consistency, the 2023-24 actual result has been revised after identifying discrepancies in reporting in the 2025-26 Supplements to the Expenditures of Estimates.

the development of tools and resources, the PSC established consistent and comprehensive onboarding experiences for both leaders and employees.

Enhance recruitment and outreach: Supported dedicated roles within the PSC to focus on the recruitment, retention and development of Indigenous employees and employees with disabilities and continued to explore new opportunities to engage with potential new employees and promote the Manitoba public service as a desirable employer for job seekers. This included expanded outreach and attendance at career events, leveraging LinkedIn for recruitment, and creating new partnerships with Indigenous organizations, educational institutions, and community organizations.

Hybrid Work: Continued to support hybrid and flexible work arrangements through the Flexible Work Arrangements policy and supporting resources.

Employee Perspectives Program (EPP): Continued to implement the employee engagement survey to gauge employee engagement and other factors of workplace satisfaction, including perspectives on employees' capacity to deliver on Manitoba government's priorities.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
2.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) capacity index	71%	73%	70%	73%
2.b Percentage of employees retained in Manitoba's core public service each fiscal year	-	-	-	95%
2.c Percentage of Indigenous employees retained in Manitoba's core public service each fiscal year	93%	93%	90%	94%
2.d Number of recruitment-related outreach events attended by PSC each fiscal year	-	--	-	44

2.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) capacity index: This measure tracks employee perspectives on their capacity to deliver on government's commitments to inform the PSC's work in contributing to a strong public service equipped to deliver outcomes to serve the needs of Manitobans. Percentage agreement scores to the EPP employee engagement survey questions related to employee's perspectives on their capacity to deliver are averaged to determine the overall agreement score. Employee engagement survey results will be compared over time to gauge progress in this measure. The 2024-25 target of 70% was exceeded, reflecting public servants' confidence in their capacity to deliver on government's commitments. To ensure accuracy and consistency, the 2022-23 actual result has been revised after identifying discrepancies in reporting parameters used by different contributors.²

2.b Percentage of employees retained in Manitoba's core public service each fiscal year: This measure captures the percentage of Manitoba's core public servants retained in the public service in each fiscal year.

² To ensure accuracy and consistency, the 2023-24 actual result has been revised after identifying discrepancies in reporting in the 2025-26 Supplements to the Expenditures of Estimates.

This measure supports the PSC's goal of increasing retention and ensuring the public service is a place where individuals can grow, thrive and progress in their chosen careers. This is a new performance measure, with a target to retain 90% of employees in Manitoba's core public service each fiscal year.

2.c Percentage of Indigenous employees retained in Manitoba's core public service each fiscal year: This measure captures the percentage of Indigenous employees retained in Manitoba's core public service in each fiscal year. This measure supports the Manitoba government's broader objective of increasing Indigenous representation in its workforce and is aligned with the spirit and intent of Call to Action 92 of the Truth and Reconciliation Commission of Canada, which calls on employers to ensure, among other things, that Indigenous Peoples have equitable access to employment opportunities. Promoting an environment within the public service where Indigenous Peoples can grow, thrive and progress in their chosen careers is an ongoing and important objective of Manitoba's core public service. Measuring the rate of retention of Indigenous Peoples within the public service provides valuable information on how government might develop further resources and approaches to enhance the experience of Indigenous Peoples within our workforce. The target was exceeded in 2024-25. ²

2.d Number of recruitment-related outreach events attended by PSC each fiscal year: This measure captures PSC initiatives to increase recruitment-related outreach with the goal of increasing recruitment into the public service and supporting the public service reputation as a desirable employer to job seekers. This is a new performance measure, with a target to attend 12 recruitment-related outreach events each fiscal year.

3. Foster a respectful, diverse, inclusive, supported and collaborative public service

Key Initiatives

Develop and update training to support a respectful, diverse and inclusive organizational culture in the public service: Continued to review current training offerings to identify opportunities for enhancements to training that fosters respectful and inclusive workplaces, and employee health and wellness. Meaningful feedback was collected from employees to help strengthen training and resources that support an inclusive workplace culture and inform future enhancements to the mandatory anti-racism training program that launched in 2024.

New mandatory Truth and Reconciliation training: The PSC continued development of a four-part training series to strengthen public servants' understanding of the histories, cultures, and contributions of First Nations, Inuit and Métis Peoples in Manitoba and Canada. Developed in partnership with the Manitoba Indigenous Reconciliation Secretariat, the modules focus on understanding Indigenous history and perspectives, building respectful relationships, honouring diverse cultures and traditions, and applying knowledge to support reconciliation.

Support employee networks, learning events and days of recognition: Increased diversity and inclusion-related learning events and courses for Manitoba's core public service, and continued to collaborate with external organizations, such as Pride Winnipeg, Pride at Work Canada, Indigenous-led organizations, and organizations that support persons with disabilities, to support diversity and inclusion-related learning events

and courses for public servants. The PSC also provided ongoing support to five Employee Network Groups, which promote networking, career development, and a sense of belonging, including:

- **ASPIRE:** Accessibility Supports the Promotion of Inclusion, Respect and Equity — for employees with disabilities and/or chronic medical conditions and their allies.
- **MBERG:** Manitoba Black Employees' Resource Group — for Black employees of Caribbean, Canadian, and African heritage and their allies.
- **NPN:** New Professionals Network — for those new to government, a position, or a field.
- **Touchstone Group:** For employees of Indigenous heritage.
- **VM Net:** Visible Minority Network — for employees who identify as visible minorities.
- **WAVE:** We Are All Valuable and Equal — for employees who identify along the 2SLGBTQIA+ continuum and their allies.

Review and update Manitoba Government Accessibility Plan: Launched the new Manitoba Government Accessibility Plan for 2025 and 2026, which includes actions to make government workplaces, products and services accessible to all Manitobans, including employees.

Employee Perspectives Program (EPP): Continued to implement the EPP including the employee engagement survey for public servants, to better understand employee engagement and other factors of workplace satisfaction, such as employees' perspectives on feeling included and respected in the workplace to inform resources and initiatives that support diverse, inclusive, respectful and supportive workplaces.

Performance Measures

Measure	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
3.a Number of health and wellness related learning opportunities delivered within Manitoba's core public service each fiscal year	-	-	-	39
3.b Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to respect in the workplace	80%	81%	70%	82%
3.c Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to feeling included in the workplace	70%	72%	70%	73%
3.d Percentage of Manitoba's core public service that have completed mandatory respectful workplace training each fiscal year	78%	72%	90%	75%
3.e Percentage of completion of diversity and inclusion training within Manitoba's core public service each fiscal year	89%	93%	90%	91%
3.f Percentage of completion of Reconciliation training within Manitoba's core public service	-	75%	90%	84%
3.g Number of Employment Equity Index benchmarks achieved within Manitoba's core public service, including within senior management positions	3/8	3/8	4/8	3/8

3.a Number of health and wellness related learning opportunities delivered within Manitoba's core public service each fiscal year: This measure captures the number of health and wellness related learning opportunities delivered to Manitoba's core public servants each fiscal year. Health and wellness learning opportunities help support a positive work culture that supports employee health, wellness and engagement. This performance measure was introduced to guide early efforts in this area and is now being retired to support the repositioning toward a more relevant and impactful metric.

3.b Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to respect in the workplace: This measure captures employee perspectives on respect in the workplace. The results help to identify opportunities for PSC to continue to build awareness and offer training and other resources to support respect in Manitoba's core public service. Percentage agreement scores to EPP employee engagement survey questions related to employee's perspectives on respect in the workplace were averaged to determine the overall agreement score. The results of the employee engagement survey will be compared over time to gauge progress in this measure. The target of 70% was exceeded in 2024-25³.

3.c Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to feeling included in the workplace: This measure captures employee's perspectives on diversity and inclusion. The results help to assess and enhance PSC programs and services that foster a workplace culture that values diversity, respect, accessibility, and inclusion. The agreement score percentage to the EPP employee engagement survey question related to employee's perspectives on feeling included in the workplace will be compared over time to gauge progress in this measure. The actual percentage of positive responses exceeded the target of 70% in 2024-25. Error! Bookmark not defined.

3.d Percentage of Manitoba's core public service that have completed mandatory respectful workplace training each fiscal year: This measure captures the percentage of Manitoba's core public service that has taken mandatory respectful workplace training. Completion of the training is an annual requirement. It is assumed that public servants will implement this learning through their work, supporting inclusive and respectful workplaces. The 2024-25 target of 90% was not met. To achieve the target in the future, the PSC will be enhancing efforts to increase compliance and engagement with management. For detailed departmental information, see Appendix D.⁴

3.e Percentage of completion of diversity and inclusion training within Manitoba's core public service each fiscal year: This measure captures the percentage of Manitoba's core public service that have taken diversity and inclusion training offered through the PSC. It is assumed that public servants will implement course learnings through their work, supporting inclusive workplaces. This performance measure was previously listed as "Percentage of Manitoba's core public service who have completed mandatory diversity and inclusion training." The target was exceeded in 2024-25. For detailed departmental information, see Appendix D.⁴

³ To ensure accuracy and consistency, the 2023-24 actual result has been revised after identifying discrepancies in reporting in the 2025-26 Supplements to the Expenditures of Estimates.

⁴ To ensure accuracy and consistency, the 2023-24 actual result has been revised after identifying discrepancies in reporting in the 2025-26 Supplements to the Expenditures of Estimates.

3.f Percentage of completion of Reconciliation training within Manitoba's core public service: This measure captures the percentage of public servants who have taken mandatory reconciliation training. It is assumed that public servants will implement the learnings of the training through their work, thereby advancing reconciliation in their workplace. This measure supports the Truth and Reconciliation Commission's Call to Action 57 – "We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal – Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism". The mandatory reconciliation training was launched in 2023/24. While the target was not met, progress was made when compared to the previous year. The PSC remains committed to supporting departments in advancing reconciliation through continued uptake of mandatory training across the public service. For detailed departmental information, see Appendix D.⁴

3.g Number of Employment Equity Index benchmarks achieved within Manitoba's core public service, including within senior management positions: Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba, at all levels of the organization, including senior management. This measure captures diversity in Manitoba's core public service and in senior management. Designated employment equity groups include women, Indigenous Peoples, visible minorities, and persons with disabilities. Employment equity status is self-identified on a voluntary basis by employees when hired into a position or at any time during their employment with Manitoba's core public service. The departmental target to achieve four of eight benchmarks, including within senior management positions was not met in 2024-25. For detailed departmental information, see Appendix D.⁴

FINANCIAL DETAILS

Consolidated Actual Expenditures

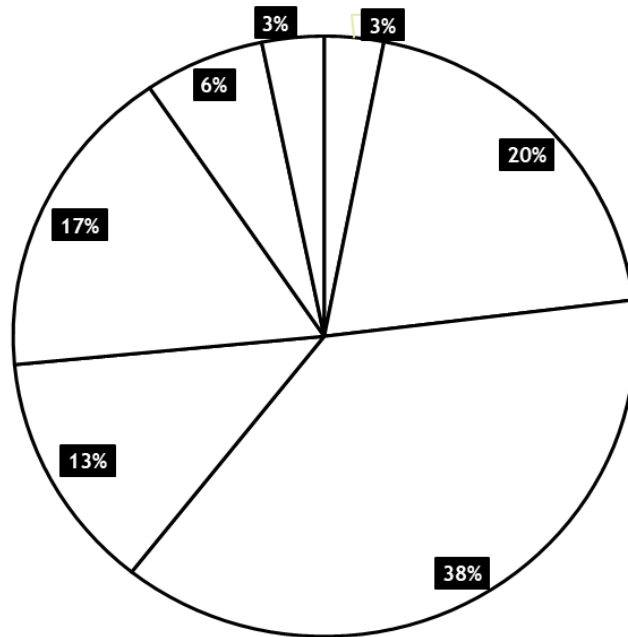
This table includes the expenditures of the department and Other Reporting Entities (OREs) that are accountable to the minister and aligns to the Summary Budget.

Consolidated Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2024-25 Actual	2023-24 Actual
Public Service Commission	32,250	-	755	33,005	39,697
TOTAL	32,250	-	755	33,005	39,697

**Percentage Distribution of Consolidated Actual Expenditures
by Operating Appropriation,
2024-25, Actuals**



38%	Human Resource Business Services
20%	Employee Services
17%	Employee Experience
13%	Workforce Relations
6%	Strategy and Innovation
3%	Executive Support
3%	Interfund Activity

Summary of Authority

Part A – OPERATING	2024-25 Authority \$ (000's)
2024-25 MAIN ESTIMATES – PART A	28,430
Allocation of funds from: Enabling Vote & Internal Service Adjustments	3,851
Sub-total	32,281
In-year re-organization from:	-
Sub-total	-
2024-25 Authority	32,281

Detailed Summary of Authority by Appropriation \$(000s)

Detailed Summary of Authority	2024/25 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2024/25	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Public Service Commission	28,430	-	-	3,851	32,281	-
Subtotal	28,430	-	-	3,851	32,281	-
Part A – OPERATING (Non-Voted)						
TOTAL PART A - OPERATING	28,430	-	-	3,851	32,281	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT	-	-	-	-	-	-

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Authority 2024-25	Appropriation		Actual 2024-25	Actual 2023-24	Increase (Decrease)	Expl. No.
17-1 PUBLIC SERVICE COMMISSION						
Executive Support						
724	(a)	Salaries and Employee Benefits	644	428	216	
56		Other Expenditures	61	46	15	
Employee Services						
5,556	(b)	Salaries and Employee Benefits	6,114	6,090	24	
695		Other Expenditures	618	633	(15)	
Human Resource Business Services						
11,526	(c)	Salaries and Employee Benefits	11,990	15,564	(3,574)	1
947		Other Expenditures	810	883	(73)	
(438)		Less: Recoverable from Salaries and Employee Benefits	-	-	-	
(157)		Less: Recoverable from Other Expenditures	(157)	(156)	(1)	
Workforce Relations						
4,005	(d)	Salaries and Employee Benefits	3,992	3,535	457	
742		Other Expenditures	339	562	(223)	
Employee Experience						
4,216	(e)	Salaries and Employee Benefits	3,895	3,736	159	
2,561		Other Expenditures	2,501	4,846	(2,345)	2
(292)		Less: Recoverable from Other Expenditures	(664)	(685)	21	
Strategy and Innovation						
1,964	(f)	Salaries and Employee Benefits	1,942	2,134	(192)	
176		Other Expenditures	165	177	(12)	
32,281	Total Expenditures		32,250	37,793	(5,543)	

Explanation(s):

1. Variance is due to the elimination in temporary COVID-19 Full-Time Equivalent (FTEs).
2. Variance is due to a reduction in spending related to learning and development.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2025, with comparative figures for the previous fiscal year \$(000s)

Actual 2023-24	Actual 2024-25	Increase (Decrease)	Expl. No.	Source	Actual 2024-25	Estimate 2024-25	Variance Over/(Under)	Expl. No.
				Other Revenue				
5	9	4		Sundry	9	21	(12)	
5	9	4		Subtotal	9	21	(12)	
5	9	4		Total Revenue	9	21	(12)	

Departmental Program and Financial Operating Information

Public Service Commission Main Appropriation (Res. No. 17.1)

The commission is responsible for leading effective human resources and workforce relations across departments in the Manitoba government, as well as representing the public interest in the administration of The Public Service Act and regulations.

Sub-Appropriations	2024-25	2024-25 Authority	
	Actual	FTEs	\$(000s)
	\$(000s)		
Executive Support	705	5.00	780
Employee Services	6,732	81.00	6,251
Human Resource Business Services	12,643	207.25	11,878
Workforce Relations	4,331	37.00	4,747
Employee Experience	5,732	43.50	6,485
Strategy and Innovation	2,107	19.50	2,140
	32,250	393.25	32,281

Executive Support (17-1a)

Provides management and policy direction for the Public Service Commission and advises government on strategic human resource management issues.

Key Results Achieved

- Continued to support government by developing strategies to ensure an effective, ethical and inclusive public service, representative of the citizens of Manitoba, who can reach their full potential and deliver exceptional public service.
- Provided leadership and support to departments relating to diversity and inclusion initiatives and strategies.
- Continued to evaluate and revise programs and policies, ensuring they remain relevant and effective.
- Continued to deliver comprehensive workforce management services consistent with legislation, collective agreements and regulations, responsive to government priorities, department needs, and reflective of best practices.

1 (a) Executive Support

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	644	5.00	724	(80)	
Other Expenditures	61		56	5	
Total Sub-Appropriation	705	5.00	780	(75)	

Employee Services (17-1b)

Provides pay and benefit services for government and the coordination of administrative services for the Public Service Commission, as well as responding to front-line inquiries relating to human resources, pay and benefits, or Public Service Commission policies and programs.

Key Results Achieved

- Responded to over 10,000 inquiries through AskPSC, the single point of contact for Manitoba government employees and the public, maintaining an average response time of one business day, and leveraging inquiry data to identify trends and recurring issues, supporting continuous improvement in service delivery and quality. An 83% resolution rate on first contact was achieved, demonstrating efficiency and effectiveness in service delivery. Facilitated the implementation of ratified collective agreements within the pay system including implementation of recommendations from the Judicial Compensation Committee.
- Implemented the government re-organization and estimates changes as it relates to FTE changes and transfers.
- Initiated the electronic employee filing project to modernize employee record management.
- Initiated projects to standardize and streamline administrative processes utilizing LEAN approaches to improve file management, develop key procedural guides and introduce new templates and business processes.
- Refined Intranet site content using a client-centric focus to facilitate access to information, advancing education and awareness of a wide range of human resource topics and resources.

1 (b) Employee Services

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	6,114	81.00	5,556	558	
Other Expenditures	618		695	(77)	
Total Sub-Appropriation	6,732	81.00	6,251	481	

Human Resource Business Services (17-1c)

Provides advice and support to government departments and agencies in the areas of recruitment and selection, employee and labour relations, learning and development, supportive employment and organizational design and development.

Key Results Achieved

- Advanced employment equity objectives by promoting preference and designated competitions.
- Implemented a streamlined intake and application process for use at job fairs and community events.
- Supported collective bargaining processes with various unions, including Manitoba Government Employees' Master Agreement (GEMA), Legal Aid Lawyers Association (LALA), and the Manitoba Association of Government Engineers (MAGE) contributing to fair and equitable labour relations.
- Revised the Security Checks Operational Procedure to incorporate a new credit check framework and clarified responsibilities for tracking required documentation.
- Continued to build the strategic, consultative, and analytical capabilities of Human Resource Business Partners through targeted professional development.
- Collaborated with departmental leadership to align human resource strategies with departmental goals and government-wide priorities.
- Provided ongoing support for workplace accommodations to ensure inclusive and accessible work environments.
- Provided advice and support to departments in fostering safe, respectful, diverse, and inclusive workplaces.
- Developed and facilitated leadership and employee development sessions to build organizational capacity.
- Supported the design and delivery of respectful workplace training tailored to departmental needs. Provided facilitation services to support departments undergoing organizational change, including role and responsibility realignment.
- Conducted workplace assessments and provided conflict resolution services through mediation, facilitated discussions, and direct intervention.
- Supported workforce planning and organizational design initiatives to align with broader government priorities.

1 (c) Human Resource Business Services

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	11,990	207.25	11,526	464	
Other Expenditures	810		947	(137)	
Less: Recoverable from Salaries and Employee Benefits	-		(438)	438	
Less: Recoverable from Other Expenditures	(157)		(157)	-	
Total Sub-Appropriation	12,643	207.25	11,878	765	

Workforce Relations (17-1d)

Provides strategic employee and labour relations advice and support, negotiates and administers collective agreements on behalf of the Government of Manitoba to foster positive and collaborative working relationships with unions, and administers the public service job evaluation program, employee benefit and total rewards programs.

Key Results Achieved

- Developed workforce policies, tools, resources, and processes to support capacity building of managers and employees.
- Led collective bargaining processes with various unions, including Manitoba Government Employees' Master Agreement (GEMA), Legal Aid Lawyers Association (LALA), and the Manitoba Association of Government Engineers (MAGE) contributing to fair and equitable labour relations.
- Led the implementation of ratified collective agreements within the pay system including implementation of recommendations from the Judicial Compensation Committee.
- Implemented standardized investigation procedures and led the intake and coordination of employee investigations. The Investigation Unit provides advice and guidance on investigatory matters and promotes consistent approaches and statistical reporting across the public service. (Please see Appendix G for statistics related to investigations and interventions related to sexual harassment, harassment / bullying, and other forms of misconduct).
- Represented the employer in collective agreement negotiations and administration for bargaining units, as well as represent the employer in grievances and labour arbitrations proceedings. (Please see Appendix F for further information on collective agreement negotiations).
- Provided employee and labour relations services, workforce change support and strategic advice to government, including human resource staff and management, as well as conduct workshops for human resource staff and management on various employee and labour relations topics. (Please see Appendix F for further information).
- Administered the government's job classification program, including the evaluation of all job classification requests, (please see Appendix F for further information), as well as continued improvements in the job classification system and job evaluation tools.
- Participated in and conducted surveys on compensation and job evaluation matters with local and national employers, both in the private and public sectors, to support enhancements to related functions within Manitoba's core public service.
- Supported better government and department financial planning and cash flows through improved forecasting of staffing and salary/benefit costs.

1 (d) Workforce Relations

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	3,992	37.00	4,005	(13)	
Other Expenditures	339		742	(403)	
Total Sub-Appropriation	4,331	37.00	4,747	(416)	

Employee Experience (17-1e)

Delivers targeted services to public servants that foster expected behaviours, develop skills and knowledge, promote well-being, and create inclusive and accessible workplaces where employees are equipped and supported to perform at their highest level.

Key Results Achieved

- Provided advice and support to government departments and agencies to support safe, respectful, diverse and inclusive workplaces, as well as engaged with Employee Network Groups and external organizations to support learning events, training, and resources for public servants that help support a respectful and inclusive workplace culture. This includes partnerships with Pride Winnipeg, Pride at Work Canada, Indigenous-led organizations, and organizations supporting persons with disabilities. A new mandatory anti-racism training was also implemented in 2024 for core public servants.
- Implemented actions from the Manitoba Government Accessibility Plan for 2023 and 2024. Implemented a new plan for 2025 and 2026, a two-year roadmap to advance accessibility within Manitoba's public service through leadership initiatives and in the areas of customer service, employment, information and communications, training and education, and the built environment. Also continued to support learning events including during Manitoba Access Awareness Week to help remove barriers and enhance accessibility within Manitoba's public service.
- Promoted mental health and wellness resources supplementing existing services and supports available through the Employee and Family Assistance Program. Delivered mental health and wellness learning events requested by departments on a variety of health and wellness topics, and for Mental Health Week.
- Delivered Employee and Family Assistance Program services to 1,891 public servants and eligible family members. This is an increase of 112 from the previous year.
- Processed over 7,700 medical documents and letters from the Workers Compensation Board and represented employers in 38 claim appeals to the Workers Compensation Board Review Office and Appeal Commission.
- Processed 160 new claim applications and facilitated 37 successful return to work outcomes through the Long-Term Disability program.
- Administered the Learning Fund which supports individual and group training that is job-specific and addresses organizational needs. In 2024-25, 185 individual and 51 group applications were received, supporting specialized and innovative professional development opportunities for 2,000 public servants.
- Provided strategic leadership and coordination for province-wide employee engagement efforts, including leading the cross-department Manitoba Public Service Engagement Team, the Manitoba Public Service Awards, National Public Service Week, and the Manitoba Public Service ePledge Charitable Giving Campaign. These initiatives reinforced a culture of recognition, community, and public service excellence and resulted in 150 nominations, over 1,700 registrants participating in a variety of events and almost \$400,000 raised through the Giving Campaign.
- Recruited a new cohort of interns under the general and financial streams of the Leaders in Training Program, a paid internship program that helps develop future leaders.
- Delivered targeted leadership development programs tailored to various leadership levels, addressing unique challenges and growth opportunities. Leadership workshops were offered to over 500 leaders at various levels, which consistently communicate and reinforce desired changes in leadership behaviour and organizational culture (See Appendix B for further information about Leadership Development Programs and workshops).

- Partnered with United Way Winnipeg (UWW) to participate in the UWW Leadership Development Program, promoting cross-sector learning, leadership excellence, and community engagement.
- Strengthened respectful workplace capacity of Human Resource Business Partners to effectively support departments with conflict resolution and respectful workplace practices through targeted training, coaching, and mentorship, and delivered comprehensive respectful workplace specialist support and respectful workplace interventions, including consultation, coaching, presentations, facilitated conversations, mediation, and workplace assessments. Improvements were made to track respectful workplace concerns, enabling more responsive and data-informed decisions. (See Table 1 for a summary of respectful workplace interventions)
- Delivered programming that fosters expected behaviours, develops skills and knowledge, promotes wellbeing, and creates inclusive and accessible workplaces where employees are equipped and supported to perform at their highest level. This included supporting Communities of Practice that provide networking opportunities for like-minded public servants, and working with contracted services providers to host nearly 300 workshops for public servants on topics including change management, communication, conflict resolution, cultural training, diversity, equity and inclusion, innovation and transformation, leadership, mental health, wellness and respectful workplace, technology, project management, writing and editing, strategic planning, and Truth and Reconciliation.
- Coordinated learning events for Learn@Work Week and launched a new Power Hours microlearning series, delivering six targeted courses to nearly 1,000 public servants. This micro-learning format delivers focused, accessible learning in one-hour sessions to increase participation, and support skill development.
- Launched a new Success Factors Learning Management System to enhance the user learning experience, providing greater ease and access to training, and improved tracking of learning activities across the organization.

1 (e) Employee Experience

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	3,895	43.50	4,216	(321)	
Other Expenditures	2,501		2,561	(60)	
Less: Recoverable from Other Expenditures	(664)		(292)	(372)	
Total Sub-Appropriation	5,732	43.50	6,485	(753)	

Strategy and Innovation (17-1f)

Provides central coordination of Public Service Commission projects including strategic planning and change management, as well as government-wide workforce analytics and reporting, and the development and implementation of evidence-based workforce legislation and policies.

Key Results Achieved

- Developed and enhanced policies and resources, upholding the values of an ethical and effective public service as set out in The Public Service Act, and reminded employees to complete mandatory training that supports upholding these values.
- Released the five-year review of The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) in December and continued working on an implementation plan to respond to recommendations.
- Developed and delivered in-person training for department designated officers to strengthen awareness and understanding of PIDA, and to guide them in carrying out their responsibilities when receiving and handling a disclosure of wrongdoing under PIDA.
- Enhanced analytics including the Talent Analytics Dashboard in alignment with organizational strategic priorities and workforce management needs.
- Reviewed and updated SAP reporting tools and maintained the Talent Analytics Dashboards for each department to support evidence-based workforce planning. Maintained activities to support data quality checks, data modernization efforts and informed consultation work relating to the ERP modernization project.
- Reviewed and developed new policies and supporting resources, including the Accessible Information and Communication policy statement, a review and consultation on enhancements to the Reasonable Accommodation policy to improve process and align with accessibility guiding principles and requirements, and a review of the Respectful Workplace policy to strengthen protections and response to sexual harassment allegations. The updated Respectful Workplace policy will be released in 2025/26.
- Strengthened processes to effectively fill designated bilingual positions and build capacity to provide services in both official languages.
- Began developing a three-year corporate workforce action plan for Manitoba's public service, outlining key priorities to ensure an effective public service, as prescribed by The Public Service Act, setting out clear goals and actions to build an effective public service, with a focus on service, collaboration, innovation, and sustainability.
- Collected valuable employee insights through the Employee Perspectives Program, including the employee engagement survey and various topical surveys to gauge and inform improvement strategies for employee engagement and other workplace satisfaction factors, including leadership, capacity to deliver, employee development, workplace culture, and retention.
- Supported project teams and improve project delivery success through strengthened alignment with strategic priorities, improved transparency and more engagement across the department.
- Maintained and enhanced internal communications activities to support staff engagement and flow of essential information.
- Supported problem solving across the Commission, identified efficiencies, and refined processes and programs utilizing innovation and continuous improvement approaches and methodologies.
- Led the implementation of performance measurement activities within the commission and advanced supportive services and planning activities in the area of strategic planning.

1 (f) Strategy and Innovation

Expenditures by Sub-Appropriation	Actual	Authority 2024-25		Variance	Expl. No.
	2024-2025			Over/(Under)	
	\$ (000s)	FTEs	\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	1,942	19.50	1,964	(22)	
Other Expenditures	165		176	(11)	
Total Sub-Appropriation	2,107	19.50	2,140	(33)	

Other Key Reporting

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 and was amended in 2018. It gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service and protects those who make disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

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

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act and must be reported in a department's annual report in accordance with Section 29.1.

The following is a summary of disclosures received by Manitoba Public Service Commission for fiscal year 2024-25.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2024-25
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (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 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba’s public service. Employment equity groups include women, Indigenous peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba’s public service and in senior management. The statistic reflects employment equity representation at the department level.

Equity Group	Benchmarks	% Total Employees as at March 31, 2025
Women	50%	77.2%
Indigenous Peoples	16%	11.4%
Visible Minorities	13%	39.3%
Persons with Disabilities	9%	14.7%

Appendices

Appendix A - Statutory Responsibilities

Any statutes that are not assigned to a particular minister are the responsibility of the Justice Minister, as are any amendments to acts. Manitoba Public Service Commission operates under the authority of the following acts of the Continuing Consolidated Statutes of Manitoba:

- The Civil Service Special Supplementary Severance Benefit Act (1983)
- The Civil Service Superannuation Act
- The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act
- The Public Interest Disclosure (Whistleblower Protection) Act
- The Public Servants Insurance Act
- The Public Service Act

In addition, policies specific to departmental programs are documented in the General Manual of Administration and various Manitoba government catalogues and publications.

Appendix B – Recruitment, Development and Retention Programs, Internship, Equity and Employee Development

Internship and placement positions funded from sub-appropriation 17-1(b) and 17-1(c)

Leaders in Training Program (LTP)

Established in 2019, the program is designed to proactively recruit and develop individuals interested in pursuing a leadership role in the public service. The program provides an extensive orientation to government, relevant training and rotational work assignments through a one to two-year paid internship, depending on the stream.

The LTP features a general stream, financial stream, and data science stream. Candidates apply to separate competitions depending on their interests. The general stream offers maximum exposure to government policy, program operations, administration and finance. The financial stream provides exposure to various areas responsible for financial management and analysis experiencing multiple areas of the organization, while the data science stream attracts new data scientists and expertise across government. Following successful completion, the interns are equipped to compete for professional level career opportunities within the Manitoba government.

STEP Services

Student Temporary Employment Program (STEP) Services is the official student employment placement service for the Manitoba government. Eligible students can find full and part-time jobs with government departments, agencies, and Crown corporations throughout the year in various locations across the province.

Employee Networks:

New Professionals Network (NPN)

This employee network started in 2005. It brings new professionals from across all government departments and regions of the province together to connect, learn and grow with a variety of professional, personal and career development opportunities. It is open to all government employees who self-identify as a new professional, whether they are new to the Manitoba government, 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, and skill development through volunteer roles on the NPN planning teams.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has members from across Manitoba's public service. The group is formed of more experienced employees as well as newcomers 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. Touchstone hosts workshops and special events to share traditional skills, culture and history.

Visible Minority Network (VM Net)

Formed in 2026, the VM Net is a community open to all interested government employees who celebrate and embrace diversity and inclusion, including those who self-identify as a visible minority. Members are encouraged to participate in government initiatives and are provided with opportunities to enhance their skills or develop new skills, support successful integration in the workplace, and build or expand networks to become a more informed, involved and skilled public servant.

Accessibility Supports the Promotion of Inclusion, Respect and Equity (ASPIRE)

ASPIRE works to promote accessibility, inclusion, respect and equity to support and educate employees of the Manitoba government. ASPIRE is dedicated to doing their part to create barrier-free and inclusive workplace environments. ASPIRE is an employee-led group that promotes the full inclusion and professional development of persons with disabilities and/or with chronic medical conditions. The network recognizes all invisible and visible disabilities, and self-declaration of a disability is not required to participate. Employees who are allies in sharing ASPIRE's goals and objectives are also welcome to join.

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 is open to all interested Manitoba government employees, including those who self-identify as 2SLGBTQIA+ 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 government employees.

Manitoba Black Employees' Resource Group (MBERG)

MBERG is a public service Employee Network Group created to enhance the connections, support and interests of Black employees of Caribbean, Canadian and African heritage across Manitoba's public service through advocacy, education and community building.

MBERG cultivates an environment of respect, acceptance, understanding and belonging, and service where all Black employees can thrive and feel empowered to drive positive change and achieve their full potential. MBERG promotes and celebrates the diversity of lived experiences and perspectives of the group and allies across Manitoba's public service.

Other Learning and Development Supports:

Community of Practices

There are over ten community of practices (CoPs) established across Manitoba's public service, which are groups of employees who share a common interest in topics such as policy making, data science, change management and innovation. CoPs provide an informal setting for employees to fulfill both individual and group goals. CoPs foster a space where public servants can learn, share experiences and collaborate.

Learning Champions

Learning Champions answer questions, promote understanding of the Learning policy, and support department managers and employees with the processes of developing learning plans and having development conversations. Learning Champions coordinate learning events in their departments and

support programming for Learn @ Work Week, a celebration of informal learning in departments which falls in December of each year and assist with events to support informal learning.

There are 18 Learning Champions representing departments across government as of March 31, 2025.

Leadership Development Programs:

Executive and Senior Leadership Program (ELP) (SLP)

Launched in 2019-20, York University's Schulich Executive Education Centre (SEEC) was engaged to deliver an extensive three-day executive and senior leadership development programming to Deputy Ministers, Assistant Deputy Ministers, and leaders who report to an Assistant Deputy Minister or equivalent. The ELP and SLP consisted of workshop modules, group coaching and opportunities to apply new learning through case studies and personal development action plans. Content focused on strengthening executive and senior level competencies to drive public sector transformation and strategic alignment. In 2024-25, 66 leaders completed this program.

Certificate in Public Sector Management Program

Launched in 2008-09, this 18-month certificate program with the University of Manitoba is designed for new and aspiring directors and/or senior policy analysts who require whole-of-government perspective. It offers an opportunity to build management and leadership skills, develop political acumen and financial literacy while acquiring post-secondary credentials and transferable credits toward a university degree. In 2024-25, 35 leaders graduated from the program.

Leadership Foundations for Supervisors (LFS)

The LFS is a professional development program for Manitoba government supervisors. The program is designed to:

- enhance knowledge, abilities and skills for personal and professional growth within the public sector
- provide new supervisors with the foundational skills and competencies to lead their teams in a culture of transformation and continuous improvement
- increase supervisors' confidence and contribution to public service

This program consists of 36 hours of core courses related to leadership, relationships, communication and strategy development and 12 hours of electives chosen by the participant through a course catalogue of workshops. In 2024-25, 30 learners graduated from the program.

Additional Training Development for Leaders

In 2024-25, the Commission offered workshops to 544 leaders at various levels, including supervisors/managers that oversee day-to-day operations of a unit to coach for results, empower teams, and improve relationships. These offerings helped leaders to learn together as well as to consistently communicate and reinforce desired changes in leadership behaviour and organizational culture. Topics included, emotional intelligence, coaching, how to get the best from your people, inclusive leadership and onboarding for leaders.

Work Experience Programs:

Volunteers in Public Service

This program supports opportunities for individuals to volunteer within the public service and gain relevant work experience, sharpen their skills and gain references for their future job search.

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.

Internship, Equity and Employee Development Statistical Information

Internship Program			
Leaders in Training Program			
	Total participants in the program ⁵	Participants hired into government positions	Number of program participants in 2024-25 ⁶
General Stream	57	41	18
Financial Stream	36	35	13
Data Science Stream	5	5 ⁷	3
Work Experience Programs			
Volunteers in Public Service Program ⁸	113	47	-
Project SEARCH	141	37 ⁹	23

⁵ Represents total number of participants since program inception.

⁶ Includes participants who are both continuing and entered into the program during the fiscal year.

⁷ This is a new stream that commenced in 2022-23.

⁸ Excludes work experience placements for students of educational and training programs administered by MB4Youth. The program is currently under review and redesign and there are not active participants.

⁹ Includes summer employment terms through the Student Temporary Employment Program (STEP).

Appendix C – Environmental Scan

The average age of the population in Canada and Manitoba continues to shift. In Manitoba, the median age of the population as per the 2021 census was 38.4, up from 37.5 in July 2016. Statistics Canada reports that as per the 2021 census, the median age for Canada was 41.6 years.

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

Note for clarity and alignment with The Public Service Act, data in this Appendix focuses on core public service employees only, whereas earlier reporting included staff from the Independent Offices of the Legislative Assembly.

Composition of the Public Service

The following table shows the total number of active public service employees by employee type¹⁰ over the last four years.

Total Number of Public Servant Employees as of March 31st

Employee Type	2022	2023	2024	2025
Regular, Term, Political, Designated Departmental	12,113	11,717	11,961	12,326
Casual	228	153	142	211
Contract	20	23	27	29
Total	12,361	11,893	12,130	12,566

These figures include all active regular, term, political, designated departmental, casual, and contract employees appointed under The Public Service Act (“the Act”) who work on a full-time or part-time basis within core government.

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 of March 31 of each year. It should be noted that the total number of employees fluctuates daily due to factors such as normal staffing activity and seasonal employment requirements.

¹⁰ See definitions in Appendix H.

By Department for 2024-2025

Department	Mar 31, 2025
Executive Council	27
Advanced Education and Training	109
Agriculture	325
Innovation and New Technology	192
Public Service Delivery	988 *
Environment and Climate Change	465
Business, Mining, Trade and Job Creation	412
Education and Early Childhood Learning	510
Families	1,333
Finance	527 *
Health, Seniors and Long-Term Care	543
Transportation and Infrastructure	1,399
Justice	3,777
Labour and Immigration	253
Housing, Addictions and Homelessness	549
Municipal and Northern Relations	366
Natural Resources and Indigenous Futures	417
Public Service Commission	269
Sport, Culture, Heritage and Tourism	105
Total	12,566

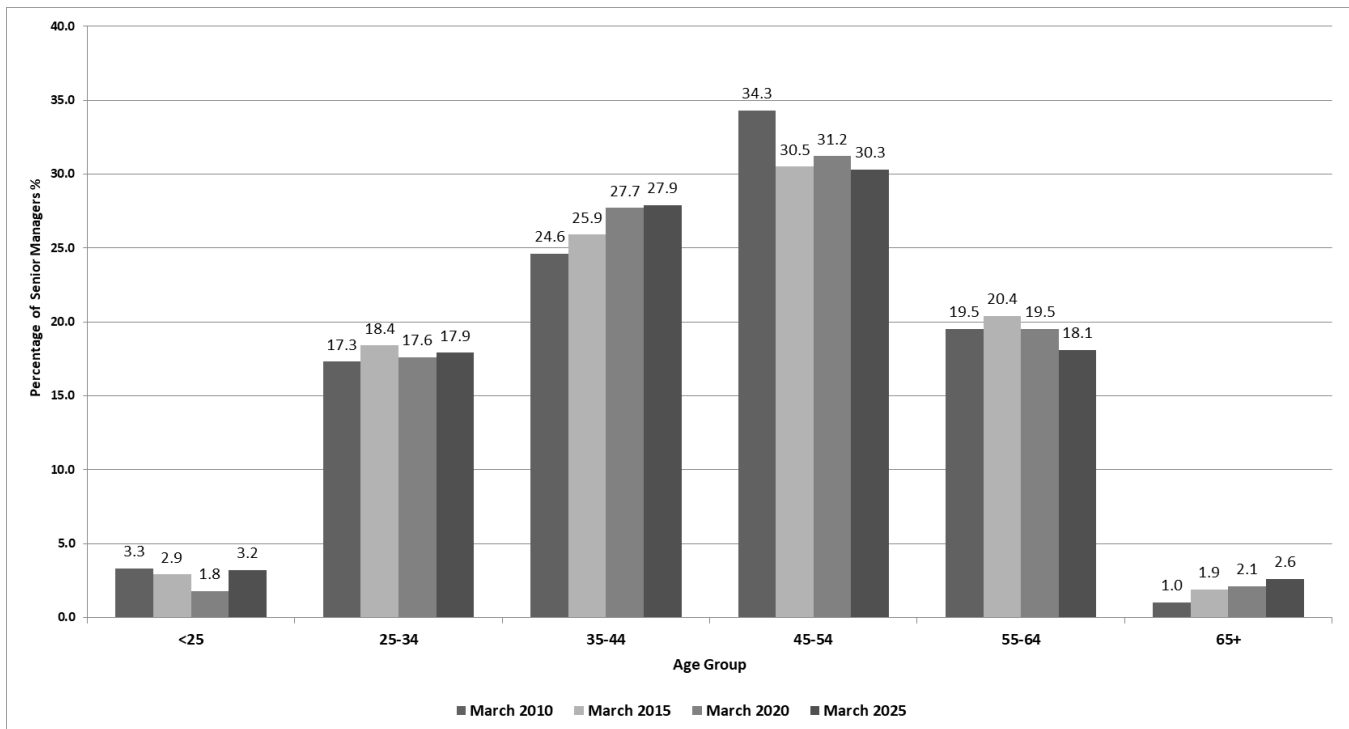
Note: * counts for **Other Reporting Entities** are included.

Age Demographics

As of March 31, 2025, the average age of all public servants was 45.0 years, and that of senior managers was 49.9 years. Projections show that 28.4% of public servants¹¹ will be eligible to retire within five years, increasing to 47.6% within 10 years. At the senior manager¹² level, 39.2% of employees will be eligible to retire within five years, and 67.3% within 10 years.

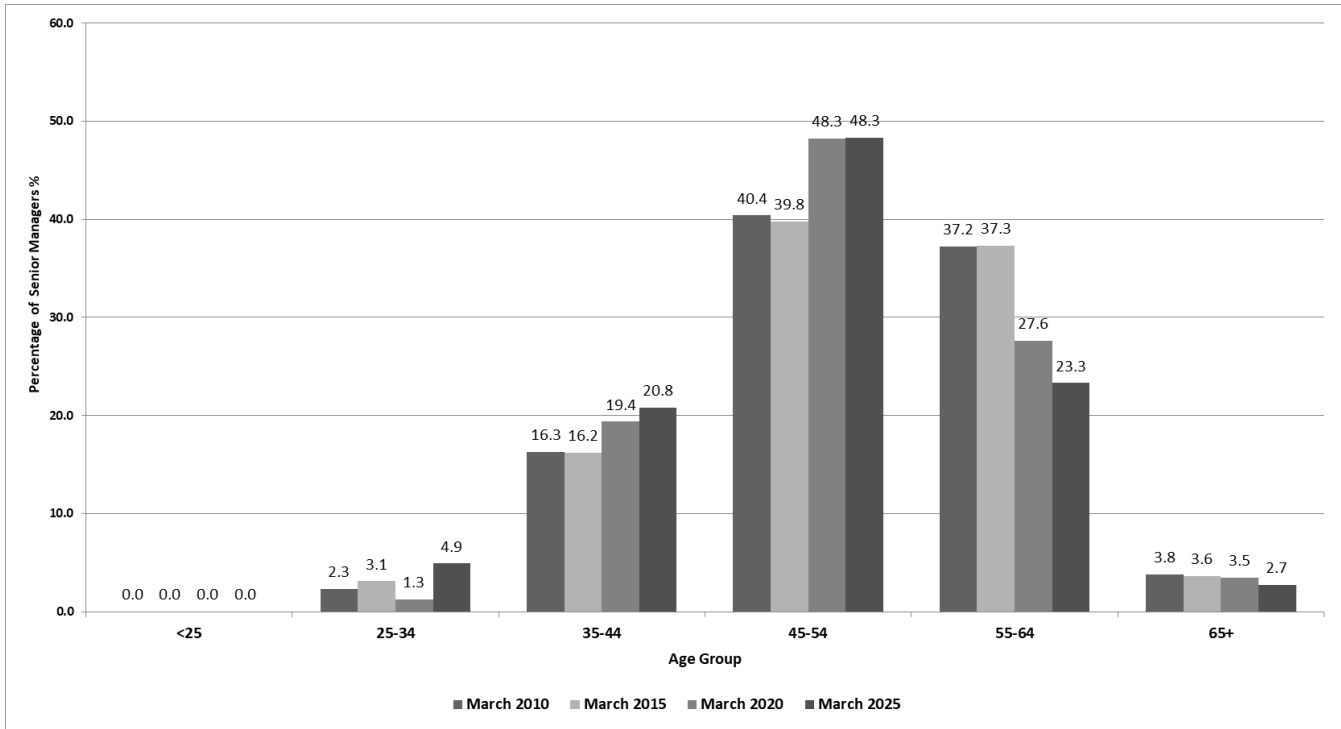
The following chart provides a breakdown of all active employees¹¹ by age group as of March 31, 2025, followed by a similar breakdown of senior managers.

All Employees¹¹



¹¹ For March 2025, rates are based on active regular, term, political, and designated departmental public servant (excludes contract and casual) within core government only.

Senior Managers¹²



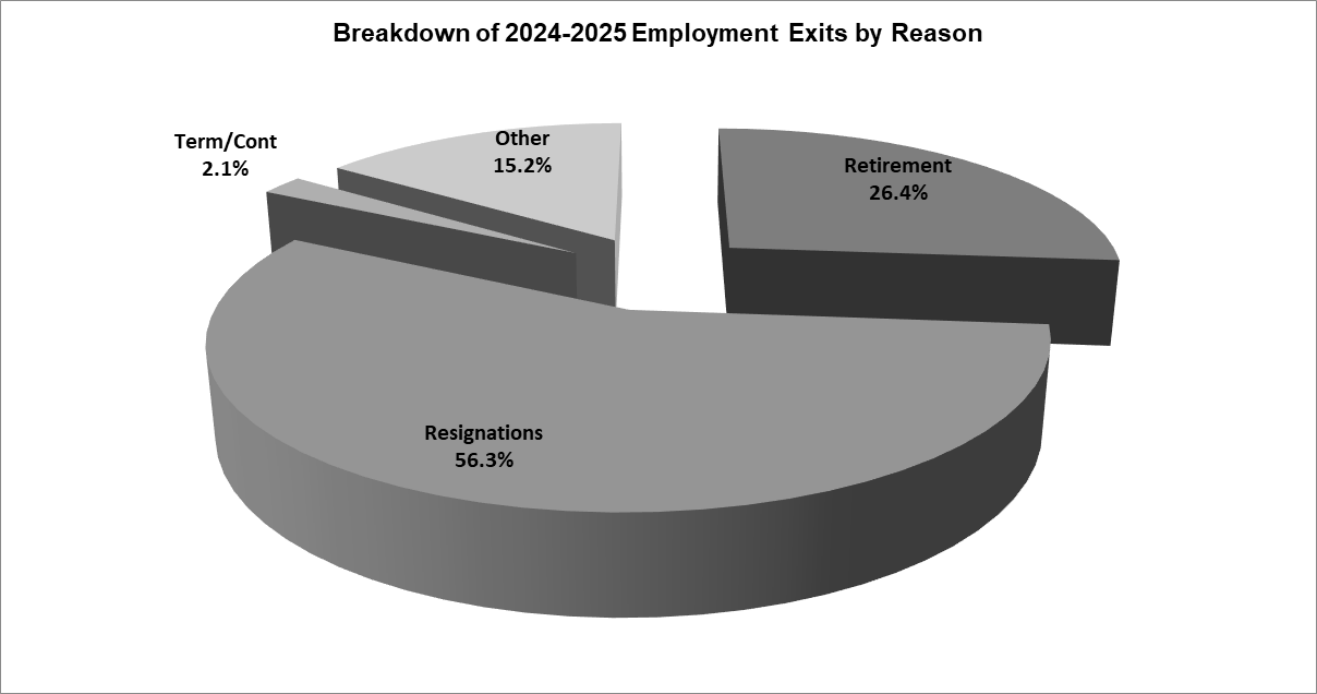
¹² For March 2025, rates are based on active regular, term, political, and designated departmental public servants (excludes contract and casual) within core government only.

Employee Turnover

The overall turnover rate¹³ decreased from 8.3% in 2023-24 to 7.4% in 2024-25.

Statistics also indicate that the average age at which public servants retired¹³ during the 2024-25 fiscal year was 61.4 years, which is slightly higher than the average of 61.0 in the previous three years.

Over the course of 2024-25, 1,232¹⁴ employees left the public service.



¹³ Turnover rate is based on regular core employees only

¹⁴ Statistics on employment exits include regular and departmental core employees

Diversity and Inclusion

The vision of the Manitoba Government Diversity and Inclusion Strategy is to achieve an exemplary public service that is inclusive and reflective of the population it serves.

The strategy has three primary objectives:

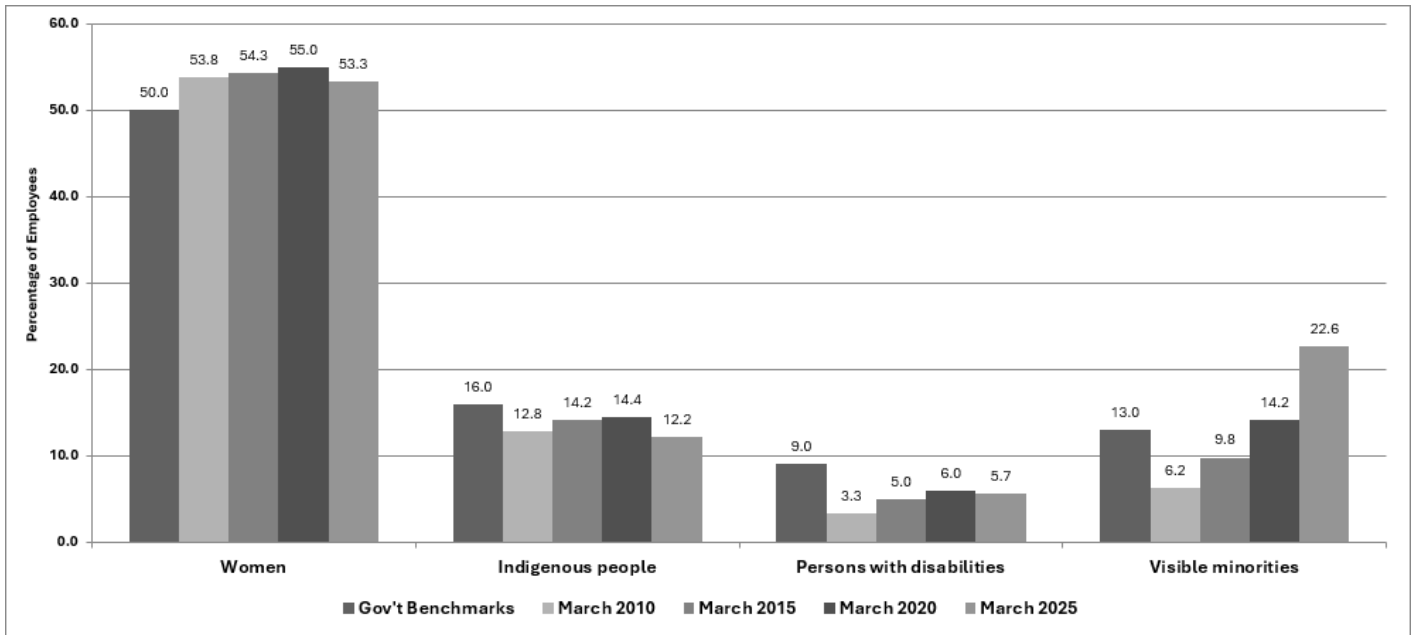
1. To recruit from a diverse, qualified group of potential applicants to build a representative workforce at all levels of the organization
2. To identify and remove employment barriers to enable the full participation of all employees
3. To cultivate a culture that motivates individuals to contribute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

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

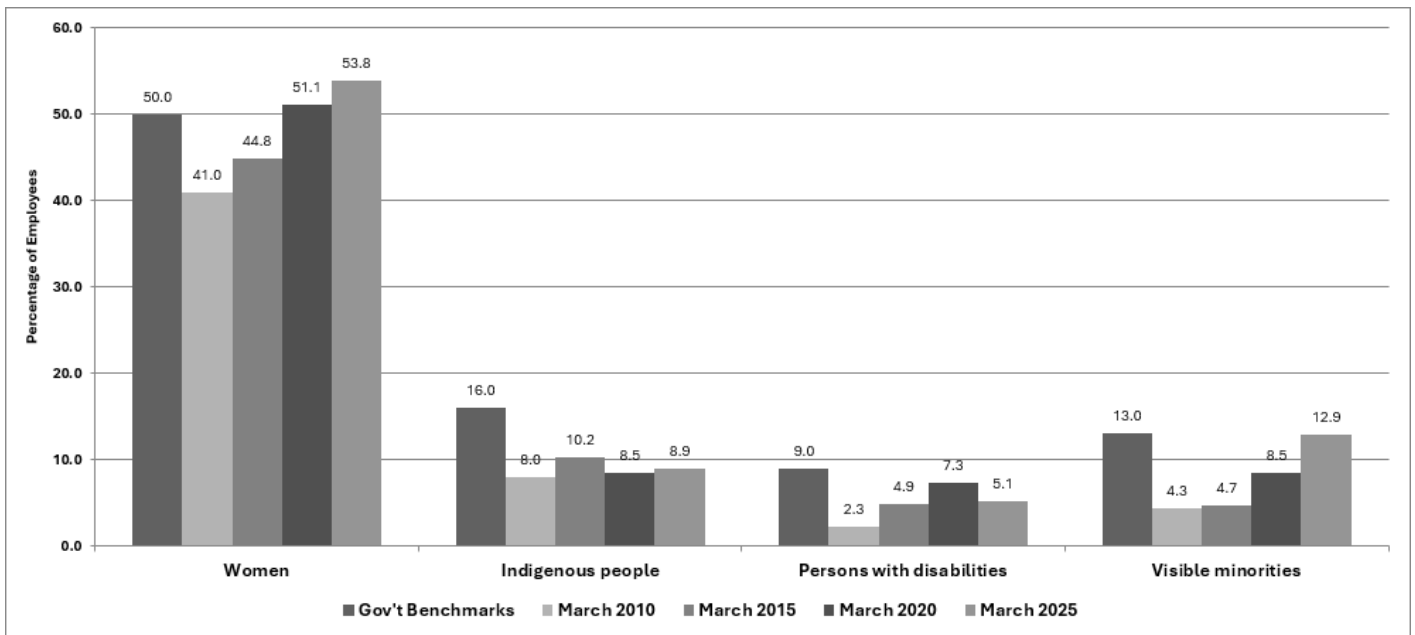
- Women
- Indigenous Peoples – persons of North American Indigenous ancestry, including First Nations (status and non-status Indians), Inuit and Métis
- Persons with disabilities – persons who have long term or recurring impairment and whose functional limitations owing to their impairment have been 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

The following charts provide information on employment equity targets, historical data and representation status as of March 31, 2025.

All Employees¹⁵



Senior Managers¹⁵



¹⁵ Includes regular, term, political (technical) and designated departmental positions (actives and inactive). Equity rates for March 2025 are based on core population.

Appendix D – Detailed Departmental Information

The following tables include by-department reporting for corporate-wide measures in Manitoba’s core public service for the 2024-25 fiscal year. This data was previously included in each individual department’s Annual Report.

Percent completion of performance development conversations per year by department	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Advanced Education and Training	70%	32%	60%	72%
Agriculture	47%	46%	60%	46%
Business, Mining, Trade and Job Creation	-	-	60%	66%
Education and Early Childhood Learning	73%	67%	60%	67%
Environment and Climate Change	3%	27%	60%	62%
Families	7%	20%	60%	53%
Finance	23%	26%	60%	49%
Health, Seniors and Long-Term Care	-	14%	60%	31%
Housing, Addictions and Homelessness	-	19%	60%	49%
Innovation and New Technology	-	-	60%	17%
Justice	3%	18%	60%	48%
Labour and Immigration	-	23%	60%	34%
Municipal and Northern Relations	-	26%	60%	53%
Natural Resources and Indigenous Futures	-	-	60%	34%
Public Service Commission	46%	83%	60%	82%
Public Service Delivery	-	-	60%	42%
Sport, Culture, Heritage and Tourism	-	22%	60%	29%
Transportation and Infrastructure	-	17%	60%	37%

Note: Some departments proactively began reporting in 2022-23. Reporting was recommended for 2023-24 and is required for 2024-25. Rates for March 2024-25 were based on core population.

Percent completion of reconciliation training per year by department	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Advanced Education and Training	-	80%	90%	87%
Agriculture	-	75%	90%	85%
Business, Mining, Trade and Job Creation	-	-	90%	94%
Education and Early Childhood Learning	-	90%	90%	95%
Environment and Climate Change	-	74%	90%	79%
Families	-	62%	90%	79%
Finance	-	85%	90%	84%
Health, Seniors and Long-Term Care	-	64%	90%	75%
Housing, Addictions and Homelessness	-	56%	90%	76%
Innovation and New Technology	-	-	90%	87%
Justice	-	79%	90%	90%
Labour and Immigration	-	88%	90%	94%
Municipal and Northern Relations	-	80%	90%	86%
Natural Resources and Indigenous Futures	-	-	90%	81%
Public Service Commission	-	91%	90%	98%
Public Service Delivery	-	-	90%	97%
Sport, Culture, Heritage and Tourism	-	86%	90%	91%
Transportation and Infrastructure	-	63%	90%	69%

Note: New measure started in 2023-24. Our Shared Journey Toward Truth and Reconciliation course was not available in 2022-23. Rates for 2024-25 are based on core population.

Number of Employment Equity Index benchmarks achieved per year by department	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Advanced Education and Training	3/4	2/4	3/4	2/4
Agriculture	2/4	2/4	3/4	2/4
Business, Mining, Trade and Job Creation	-	-	3/4	3/4
Education and Early Childhood Learning	2/4	2/4	3/4	2/4
Environment and Climate Change	2/4	1/4	3/4	1/4
Families	2/4	2/4	3/4	2/4
Finance	2/4	2/4	3/4	3/4
Health, Seniors and Long-Term Care	-	2/4	3/4	2/4
Housing, Addictions and Homelessness	-	2/4	3/4	2/4
Innovation and New Technology	-	-	3/4	1/4
Justice	2/4	2/4	3/4	2/4
Labour and Immigration	1/4	2/4	3/4	2/4
Municipal and Northern Relations	-	3/4	3/4	3/4
Natural Resources and Indigenous Futures	-	-	3/4	1/4
Public Service Commission	3/4	3/4	3/4	3/4
Public Service Delivery	-	-	3/4	1/4
Sport, Culture, Heritage and Tourism	2/4	2/4	3/4	2/4
Transportation and Infrastructure	2/4	2/4	3/4	2/4
Manitoba's Core Public Service Total	2/4	2/4	3/4	2/4

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department. Designated employment equity groups include women, Indigenous Peoples, visible minorities, and persons with disabilities. The standard target for all departments is to meet three of the four benchmarks. Rates for 2024-25 are based on core population.

Percent completion of diversity and inclusion training per year by department	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Advanced Education and Training	95%	97%	90%	94%
Agriculture	94%	96%	90%	94%
Business, Mining, Trade and Job Creation	-	-	90%	97%
Education and Early Childhood Learning	92%	94%	90%	93%
Environment and Climate Change	94%	88%	90%	87%
Families	89%	94%	90%	93%
Finance	88%	93%	90%	85%
Health, Seniors and Long-Term Care	-	86%	90%	84%
Housing, Addictions and Homelessness	-	93%	90%	90%
Innovation and New Technology	-	-	90%	86%
Justice	90%	96%	90%	93%
Labour and Immigration	94%	97%	90%	94%
Municipal and Northern Relations	-	98%	90%	94%
Natural Resources and Indigenous Futures	-	-	90%	89%
Public Service Commission	95%	98%	90%	99%
Public Service Delivery	-	-	90%	96%
Sport, Culture, Heritage and Tourism	96%	99%	90%	98%
Transportation and Infrastructure	75%	83%	90%	81%

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department. Rates for 2024-25 are based on core population.

Percent completion of mandatory respectful workplace training per year by department	2022-23 Actual	2023-24 Actual	2024-25 Target	2024-25 Actual
Advanced Education and Training	96%	78%	90%	88%
Agriculture	78%	79%	90%	77%
Business, Mining, Trade and Job Creation	-	-	90%	84%
Education and Early Childhood Learning	87%	85%	90%	88%
Environment and Climate Change	78%	69%	90%	70%
Families	74%	61%	90%	72%
Finance	76%	72%	90%	72%
Health, Seniors and Long-Term Care	-	55%	90%	68%
Housing, Addictions and Homelessness	-	62%	90%	80%
Innovation and New Technology	-	-	90%	62%
Justice	79%	76%	90%	75%
Labour and Immigration	94%	83%	90%	84%
Municipal and Northern Relations	-	63%	90%	75%
Natural Resources and Indigenous Futures	-	-	90%	56%
Public Service Commission	92%	91%	90%	98%
Public Service Delivery	-	-	90%	86%
Sport, Culture, Heritage and Tourism	90%	83%	90%	84%
Transportation and Infrastructure	63%	60%	90%	67%

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department. Rates for 2024-25 are based on core population.

Appendix E – Competition Statistics

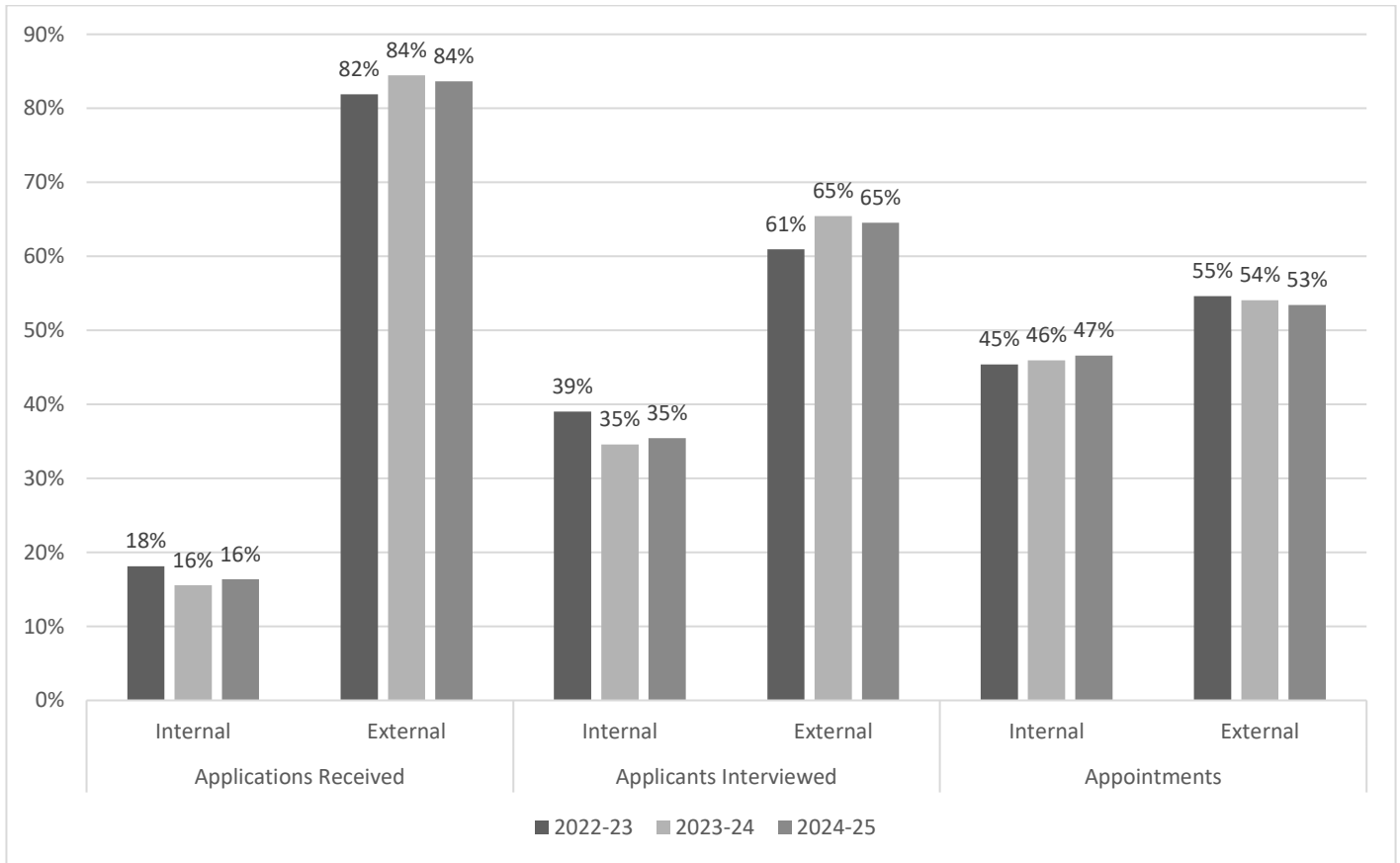
Three-Year Comparative Total

In 2024-25, there were a total of 1,141 competitions for positions within the core public service, with a total of 54,829 applications for these positions, or an average of 48 applications per competition.

The following table provides a breakdown of internal and external applicants for competitions within the core public service.

	Fiscal year ending March 31st		
	2022-23	2023-24	2024-25
Competitions	1,373	1,342	1,141
Applications Received			
Internal	7,011	7,358	8,973
External	31,698	39,971	45,856
Total	38,709	47,329	54,829
Applicants Interviewed			
Internal	2,555	2,583	2,867
External	3,991	4,890	5,222
Total	6,546	7,473	8,089
Appointments			
Internal	968	935	929
External	1,165	1,100	1,065
Total	2,133	2,035	1,994

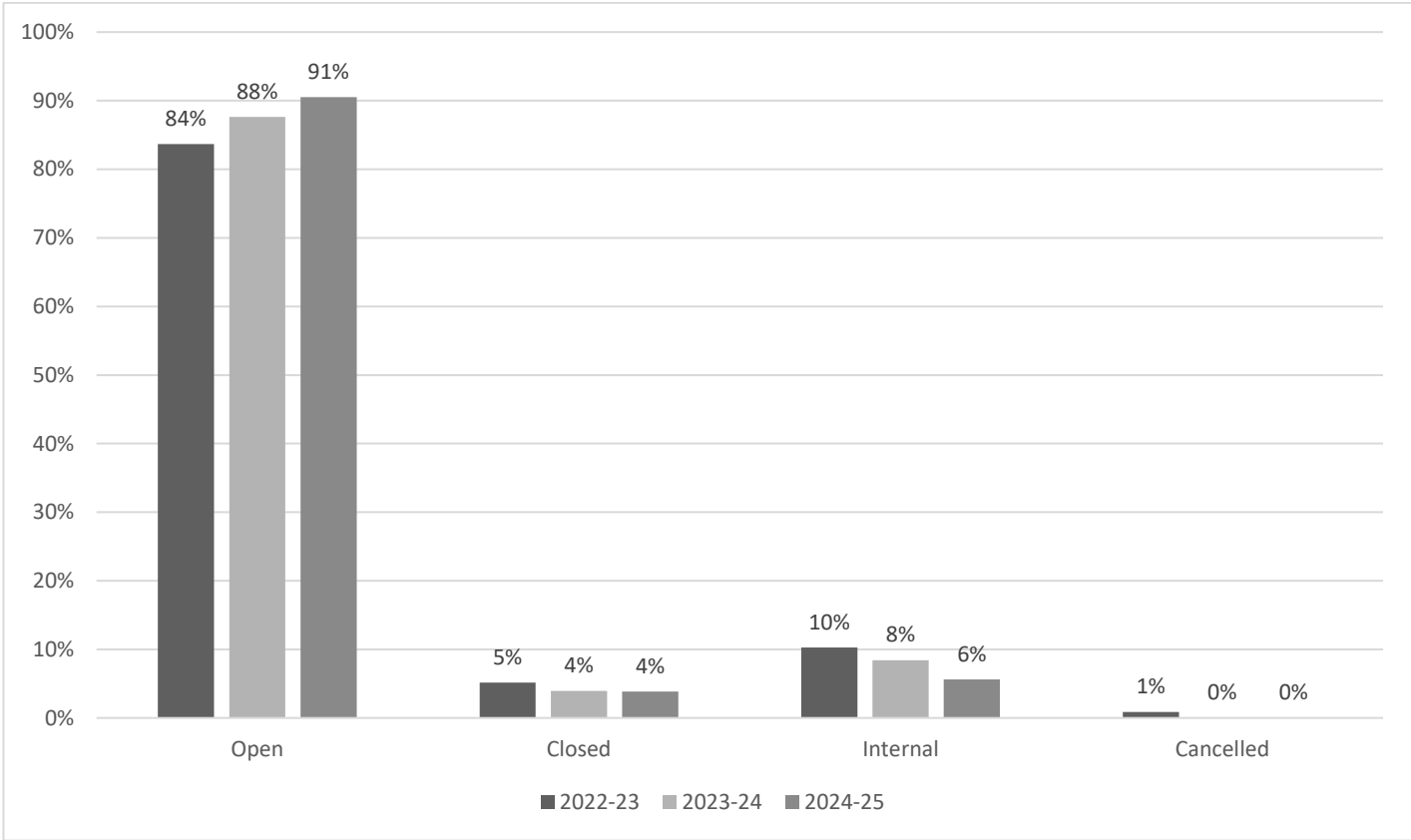
Shown graphically as a percentage of the total:



Competition Breakdown

	Fiscal year ending March 31st		
	2022-23	2023-24	2024-25
Open to Public	1,149 (84%)	1,176 (88%)	1,033 (91%)
Closed (Current Public Servants Only)	71 (5%)	53 (4%)	44 (4%)
Internal (Department Specific Employees Only)	141 (10%)	113 (8%)	64 (6%)
Cancelled Competitions	12 (1%)	0 (0%)	0 (0%)
Total	1,373	1,342	1,141

Shown graphically as a percentage of the total



Appendix F – Workforce Relations Statistical Information

2024-25 Summary of Workforce Relations Education		
Number of Trainings 2024-25	Number of Training Sessions 2024-25	Number of Attendees 2024-25
4	13	391

2024-25 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2024-25	Negotiations Carried from 2023-24	Agreements Reached in 2024-25	Negotiations Carried to 2025-26
12	5	3	5	3

2024-25 Summary of Labour Relations Proceedings			
Proceedings	New cases filed 2024-25	Cases carried forward from previous years	Cases Closed 2024-25
Labour Arbitrations	44	89	103
Grievances	124	170	153

2024-25 Summary of Workforce Change Projects		
New Projects 2024-25	Projects carried forward from previous years	Projects Closed 2024-25
2	7	5

2024-25 Summary of Classification Requests		
# Requests Received/Evaluated	# Requests Completed within 30 days	Average Completion Time
1,418	1,099	21 calendar days

Appendix G – Summary of Investigations and Interventions related to Sexual Harassment, Harassment / Bullying, and other forms of Misconduct

Table 1 – Summary of Respectful Workplace Interventions*:

Table 1 – 2024-25 Summary of Respectful Workplace Interventions ¹⁶				
Skills Building		Direct Intervention – Conflict Resolution		
Consultation ¹⁷	87	Group Facilitated Conversation ¹⁸	1	
Coaching ¹⁹	22	Mediation ²⁰	22	
Presentation ²¹	9	Workplace Assessment ²²	1	
Workshop ²³	16			
Total	134 files		24 files	
				158 files

¹⁶ Any method that informs and encourages involved parties to assess all conflict resolution options and decide which steps, if any, they might wish to pursue.
¹⁷ **Consultation:** Any inquiry, related to respectful workplace matters, seeking guidance and direction from the Respectful Workplace team (Respectful Workplace Advisor (RWA)).
¹⁸ **Group Facilitated Conversation:** A process, including up to 3-6 people at a time, intended to lend team support around interpersonal conflict.
¹⁹ **Coaching:** Providing strategies or recommendations on the method of delivering respectful workplace information. **Reduction in coaching may reflect the dissolution of the Respectful Workplace Consultants.**
²⁰ **Mediation:** Formal method to assist with resolving interpersonal conflict through third party facilitated discussions.
²¹ **Presentation:** a presentation on policy, policy application and RWA roles supporting employees. **Reduction in presentation may reflect the dissolution of the Respectful Workplace Consultants.**
²² **Workplace Assessment:** Involves a meeting with employees at all levels in the work area/unit, resulting in a summary of finding with insights on workplace restoration measures.
²³ **Workshop:** A process, including up to 10 or more people at a time, involving team building exercises intended to tackle issues related to change management or program processes/procedures.

Table 2 – Investigations:

Table 2 – 2024-25 Summary of Investigations ²⁴						
Allegation Type	Number of Investigations	Number of Allegations ²⁵	Number of Respondents ²⁶	Number of Substantiated Allegations ²⁷	Number of Unsubstantiated* Allegations	Number of Inconclusive Allegations
Sexual Harassment	13	16	14	16	0	0
Respectful Workplace (including Harassment/Bullying)	56	141	77	78	44	19
Other Misconduct ²⁸	63	255	73	155	84	16
Total	132	412	164	249	128	35

²⁴ Investigations are conducted formally and involve the establishment of an investigation team with representatives from one or more of the following: Investigation Unit, human resources or management of the department. The number of investigations completed **do not include** any **investigations in progress or ones that withdrew or in-abeyance** 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.

²⁵ An investigation may involve more than one allegation and may also have overlap in the types of allegations.

²⁶ The number of respondents investigated do not include any respondents from investigations in progress at the end of the fiscal year.

²⁷ Substantiated allegations may result in outcomes that include a range of non-disciplinary action, education, training, mediation or a combination of these outcomes, or disciplinary action-reprimand, suspension, or termination.

²⁸ Other forms of misconduct may include, but not limited to, behaviour such as attempted fraud, conflict of interest, or other inappropriate conduct.

Table 3 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints

Table 3 – 2024-25 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints	
Outcomes	Numbers
Training/Education ²⁹	1
Mediation ³⁰	0
Disciplinary Action ³¹	13
Total	14

²⁹ Training /education may be informal or formal and may include, but not limited to, workshops, policy review, and other related follow-up.

³⁰ Mediation may be informal or formal and may include, but not limited to, externally or internally facilitated processes.

³¹ Disciplinary action may include a range of progressive corrective actions, up to and including, dismissal.

Appendix H - 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 public service; objectivity is of particular importance.
Departmental employee	An employee who carries out seasonal work or work of a specified nature.
External	Individuals currently not employed in the public service.
Inactive	Employees that did not receive a pay cheque on the last payday 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 public 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, Executive Officers, Senior Managers, Senior Officers, Senior Engineering Managers and Senior Legal Officers.
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.
Political employee	A political staff member appointed by the Lieutenant Governor in Council under section 59(1) of The Public Service Act.

Glossary

Alignment – This is the process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal or vision.

Annual Report – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by Sept. 30, following the fiscal year end.

Appropriation – This is the amount voted by the Legislative Assembly, approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – This is the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub-Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

Authority – In the financial tables throughout this report, authority represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority, please see the Expense Summary by Appropriation Report in the Report on the Estimates of Expenditure and Supplementary Information.

Borrowings – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

Full-Time Equivalent (FTE) – This is a measurement for the number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (e.g., term, departmental, seasonal and contract) are measured in proportional equivalents. For example, a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-a-half years (or 78 weeks) of employment [e.g., six staff for three months (13 weeks) each; two staff for nine months (39 weeks) each; one full-time and one half-time staff for one year; three half-time staff for one year; etc.]

Government Reporting Entity (GRE) – This includes core government and Crown organizations, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

Grants – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

Guarantees – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily Government Business Enterprises. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

Interfund Activities – These are Public Sector Accounting Standards adjustments, including Health and Education Levy, Employee Pension and Other Contributions, that are attributed to the entire department.

Key Initiatives – These are the specific programs, activities, projects or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

Key Performance Indicators (KPI) – KPIs refer to an ultimate result for which the department is responsible for monitoring and reporting, but for which given its complexity, it has only partial direct influence over. Departments may identify certain performance measures as KPIs.

Mission – A mission statement defines the core purpose of the organization — why it exists and reflects employees' motivations for engaging in the organization's work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

Objective – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, foster, reduce and improve.

Other Reporting Entity (ORE) – These are reporting organizations in the Government Reporting Entity (GRE) such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by the Public Sector Accounting Board (excludes core government).

Performance Measure – A performance measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

Performance Results – These are the most important outcomes the departments want to achieve by reaching their objectives. Performance results represent the essence of the outcomes the department seeks to achieve.

Provincial Themes: Provincial themes are the overarching strategic priorities that align departmental activities with government's direction.

Special Operating Agencies (SOAs) – These are service operations within departments that are granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and pursuit of its mission. All performance objectives and measures should align with the organization's mandate and strategy.

Target – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

Values – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization's values make an open proclamation about how it

expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

Virement – This refers to a transfer of authority between operating expenditure appropriations within a department.

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the future that lies ahead. This statement should contain a concrete picture of the desired state and provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.