

# *Making an* **IMPACT**



2025 Corporate Workforce  
Action Plan for the  
Manitoba Public Service



November 2025

# LAND ACKNOWLEDGMENT



We recognize that Manitoba is on the Treaty territories and ancestral lands of the Anishinaabe, Anishininewuk, Dakota Oyate, Denesuline and Nehethowuk peoples. We acknowledge Manitoba is located on the Homeland of the Red River Métis. We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit. We respect the spirit and intent of treaties and treaty making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.



# INTRODUCTION

## Manitoba's Public Service has a strong, capable and professional workforce,

with employees from a diverse range of backgrounds and experience working in many different roles, from front-line services, finance and law to technical expertise and public safety. Every day, public servants across Manitoba make an impact, helping to shape the future of our province. Whether delivering services to Manitobans, managing infrastructure, protecting natural resources, or advancing Reconciliation, our work strengthens communities and our economy, and ultimately improves lives.

We are inspired by the dedication and talent in our public service. We also know that we have opportunities for improvement to our service delivery and must keep evolving as the world changes around us.

The Corporate Workforce Action Plan is our shared roadmap for building a modern, effective and values-driven public service—one that champions service, collaboration, innovation and sustainability. It also fulfills our legislated responsibility under The Public Service Act to have a clear, forward-looking strategy for strengthening our workforce.



# THE PLAN

The plan outlines our path forward over the next three years, centered around achieving **three goals**:

- 1 Embracing innovation:**  
Create the conditions for staff to implement new approaches and ideas and continuously improve the way we work and the services we provide to Manitobans.
- 2 Building workplaces that are safe, inclusive and engaging:**  
Ensure employees feel valued, heard and supported, with a workforce that is representative of the population served.
- 3 Attracting, retaining, and growing talent:**  
Improve the way we recruit and support the long-term success of our employees, including investments in learning, career progression and leadership development.

The action plan highlights key actions that have been informed through employee engagement surveys, ongoing dialogue and engagement with senior leadership, unions, employee network groups and staff across the organization, including five province-wide roundtables with the Clerk of the Executive Council and the Public Service Commissioner.

The workforce needs of Manitoba's public service are different across regions and departments. Our plan uses a province-wide lens and acknowledges that the challenges and opportunities in urban, rural, and northern communities are different. To ensure this strategy translates into action, all departments will undertake workforce planning that aligns to corporate priorities while meeting their own unique needs. Guidelines and training will be developed.





## DID YOU KNOW?

Manitoba's public service has established an internal **AI Council** and introduced a new **Use of Generative Artificial Intelligence Policy** to guide the responsible use of AI in government. These efforts support innovation while ensuring ethical and effective use of new technologies.

# GOAL 1

## Embracing Innovation

To meet the evolving needs of Manitobans and our workforce, as well as to align with Manitoba's broader economic development objectives of a more competitive and resilient provincial economy, we need to be adaptable, responsive and forward-thinking.

We are committed to making our work more efficient, so we can deliver better services while responsibly managing public resources. Building a culture of continuous improvement and productivity means learning from our experiences, exploring new approaches, and embracing change, such as using Artificial Intelligence and new technologies. When we embed innovation and continuous improvement into everyday practices, we create workplaces where learning is valued, collaboration is encouraged, and everyone has a role in shaping better results for Manitobans.

### To achieve this goal, we will support the Manitoba Public Service by:

- Providing the right data, analytics and tools to plan our workforce.
- Improving our processes, adopting new technology (like SuccessFactors for payroll, learning, and recruitment), and setting up cross-departmental teams to make work easier, reduce administrative burden and deliver better service.
- Updating job evaluation processes to improve efficiency, consistency, and ensure position descriptions reflect the evolving nature of public service roles.
- Giving employees practical tools and training to apply innovative thinking, including digital literacy workshops and innovation labs that build skills and encouraging responsible, value-add AI adoption.





**DID YOU  
KNOW?**

## GOAL 2

# Building Safe, Inclusive and Engaging Workplaces

Our workforce is increasingly becoming more diverse and representative of the population served. This helps ensure our services are inclusive, accessible, and better designed to meet the diverse needs of Manitobans. Creating inclusive and welcoming workplaces is more than increasing representation. When employees feel safe, respected, and included, they are more engaged, productive, and supported to contribute their best. By prioritizing accessibility, equity, inclusion, and psychological safety, we can strengthen collaboration, improve service delivery, and build a resilient organization ready to meet the needs of all Manitobans.

Manitoba public servants work in **128 locations** across the province, including Winnipeg—serving diverse communities with equally diverse needs. As of March 2025,

**53.3%**  
of employees  
identify as women

**22.6%**  
as visible minorities

**12.2%**  
as Indigenous Peoples

**5.7%**  
as persons with disabilities

### To achieve this goal, we will support the Manitoba Public Service by:

- Updating employment equity groups and launching a self-declaration campaign to better understand how we reflect Manitoba's diversity, especially in leadership roles.
- Renewing Manitoba's Diversity and Inclusion Strategy to ensure alignment with The Path to Reconciliation Act and The Accessibility for Manitobans Act.
- Implementing targeted recruitment and retention initiatives that increase opportunities for Indigenous Peoples, people with disabilities and other equity groups as well as strengthen pathways to leadership.
- Enhancing the employee accommodations process, with better training and supports for managers and employees.
- Supporting learning that builds awareness of diversity, equity, and inclusion, including new mandatory training on Truth and Reconciliation.
- Updating the Respectful Workplace Policy and toolkit to create a safe, respectful, and supportive work environment.
- Ensuring safe, timely return-to-work processes and enhancing injury prevention—including psychological safety measures.
- Using ongoing employee engagement and feedback, through surveys, roundtables, and cross-departmental committees, to guide improvements and strengthen workplace culture.



# GOAL 3

**DID YOU  
KNOW?**

## Attracting, Retaining and Growing Talent

To meet the evolving needs of Manitobans, we must attract diverse talent, retain skilled employees, and support continuous growth of employees. By focusing on efficient recruitment, more robust learning and development, and succession planning, we strengthen our ability to deliver high-quality programs and minimize the impact of skills shortages. Through this work, we are committed to creating an environment where all public servants can thrive, develop to their potential, and shape Manitoba's future.

Employee Network Groups (ENGs) help build connections, inclusion, and innovation across Manitoba's public service. They bring together employees with shared identities, lived experiences, or interests to support belonging and career development. Examples include Accessibility Supports the Promotion of Inclusion, Respect and Equity (ASPIRE); Manitoba Black Employees' Resource Group (MBERG); Touchstone Group; We Are All Valuable and Equal (WAVE); Visible Minority Network (VM Net); and the New Professionals Network (NPN).

To achieve this goal, we will support the Manitoba Public Service by:

- Reducing the time to hire and improving the recruitment experience for candidates and hiring managers.
- Attracting a broad range of candidates through inclusive engagement and outreach with communities across Manitoba.
- Improving onboarding and job specific training, including a focus on peer-led development opportunities, coaching conversations, annual performance conversations and learning plans.
- Strengthening financial management skills across the public service to improve overall responsibility and stewardship.
- Launching a new leadership development program to grow strong leaders for today and tomorrow.
- Expanding succession planning efforts to identify critical roles, assess skill needs, and use data to strengthen leadership pipelines, support internal mobility, and ensure continuity in service delivery.

Everyone has a role to play in building public service excellence. Key roles to support our corporate action plan are as follows:

## Public Service Commission

- Lead the implementation of this action plan with updated key performance indicators to measure and report on progress.
- Promote cross-departmental collaboration and ensure alignment with legislation and policy.
- Provide tools, data and guidance to support workforce planning.
- Refresh the action plan every three years to reflect new insights, challenges and opportunities.

## Deputy Ministers and Department Leadership

- Champion corporate initiatives and model commitment to public service values.
- Lead the development of department-specific workforce plans aligned with broader organizational strategy.
- Translate employee insights into meaningful action that supports engagement and performance.
- Foster a culture of inclusion, collaboration, and continuous improvement through strategic guidance and visible leadership.
- Shape and sustain a shared vision for workforce excellence by guiding culture, enabling innovation, and empowering teams.

## All Employees

- Contribute to a respectful, inclusive, and innovative workplace.
- Share ideas and feedback to support continuous improvement and participate in corporate initiatives.
- Pursue learning and development opportunities to grow and thrive.
- Embrace new tools and approaches, like the use of AI.

Together, through collaboration, leadership, and a shared commitment to excellence, we will continue to be a public service that delivers for all Manitobans—today and into the future.



For more information please contact the:

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