

Civil Service Commission

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Commission de la fonction publique

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**MINISTER RESPONSIBLE  
FOR THE CIVIL SERVICE**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

May It Please Your Honour:

I present herewith the 92<sup>nd</sup> annual report of the Manitoba Civil Service Commission for the period April 1, 2009 to March 31, 2010.

Respectfully submitted,

“Original signed by *Rosann Wowchuk*”

Rosann Wowchuk  
Minster responsible for the Civil Service



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**MINISTRE RESPONSABLE  
DE LA FONCTION PUBLIQUE**

Palais Législatif  
Winnipeg (Manitoba) CANADA  
R3C 0V8

Son Honneur Philip Lee, C.M., O.M.  
Lieutenant-gouverneur du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Monsieur le lieutenant-gouverneur,

J'ai le privilège de vous soumettre le quatre-vingt-douzième rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1<sup>er</sup> avril 2009 au 31 mars 2010.

Veillez agréer, Monsieur le lieutenant-gouverneur, l'expression de mes sentiments les plus respectueux.

La ministre responsable de la fonction publique.

"Original signed by *Rosann Wowchuk*"

Rosann Wowchuk

Honourable Rosann Wowchuk  
Minister Responsible for the Civil Service  
Room 103 Legislative Building  
Winnipeg MB R3C 0V8

Madam:

In accordance with the provisions of *The Civil Service Act*, I am pleased to forward to you, the Minister Responsible for the Civil Service, the 92<sup>st</sup> annual report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2009 to March 31, 2010 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

"Original signed by *Shirley Delaquis*"

Shirley Delaquis  
Chairperson, Civil Service Commission Board

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

Madame,

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

Le rapport couvre la période allant du 1<sup>er</sup> avril 2009 au 31 mars 2010 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Je vous prie d'agréer, Monsieur, l'assurance de ma considération distinguée.

La présidente,

“Original signed by *Shirley Delaquis*”

Shirley Delaquis



**Civil Service Commission**

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

Ms Shirley Delaquis  
Chairperson  
Civil Service Commission Board

Dear Ms Delaquis:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period April 1, 2009 to March 31, 2010. This year has been a productive and foundational year for the Civil Service Commission. Staff and partners have worked to build on the successful policies and programs of the past and will continue to innovate and expand into new territory.

The Civil Service Commission continued to build on the success of the Government of Manitoba's Diversity Strategy. The first intake in the Public Administration Internship Program for Persons with a Disability (PAIP PWD) began their careers with orientation, training and first placements. Based on the enthusiastic response from applicants and departments, the Civil Service Commission has reallocated resources and undertaken steps to recruit another intake of PAIP PWD in 2010-11.

The Civil Service Commission has also placed a considerable focus on providing corporate leadership to the Government of Manitoba in the past year through the following initiatives:

1. During the course of 2009, the Civil Service Commission undertook research and consultation regarding organizational design and best practices for human resource service delivery in a public sector environment. In January 2010, this analysis culminated in the Government of Manitoba realigning all human resource sector services and resources to the Civil Service Commission. The change in reporting relationships was effective March 1, 2010 and applied to all human resource functions and staff charged with the delivery of human resource services in departments.
2. In August 2009, the Civil Service Commission hosted the Public Service Commissioners' Conference 2009. The two day conference brought commissioners from each province and territory and the federal government together to discuss the implications of the current economic climate, human resource trends and best practices, areas of joint interest and interjurisdictional working groups.
3. In October 2009, the Civil Service Commission launched the Manitoba Job Opportunities Website (JOW). This project involved the design, development and implementation of an attractive, competitive, informational website for job seekers that includes a sophisticated job search tool to assist users in finding opportunities of interest. Another important component of the project was the redesign, streamlining and automating of the front-end internal administrative process for posting job ads. Finally, the project implemented a new business process that has significantly reduced government's career advertising costs.
4. In November 2009, the Civil Service Commission presented a two day training symposium for the entire Human Resource Community to introduce the concept and content for the Single Policy, Single Practice approach to human resource governance. Prior to this two day training symposium, all corporate recruitment policies and procedures had been reviewed, updated and where necessary approved by the Civil Service Commission Board. Following the symposium, a committee (Integrated Staffing Group) of human resource professionals representing each human resource sector was struck to review the policies and procedures and ensure that the April 1,

2010 implementation would meet the operational requirements of each government department.

5. In February 2010, the Civil Service Commission, through Organization and Staff Development (a special operating agency) implemented a new Learning Management System (LMS) for the Government of Manitoba. This technology provides an electronic platform for registration for workshops, financial billing system for training organization, and E-learning delivery system.
6. In March 2010, the Civil Service Commission requested that each department craft a practical and achievable recruitment strategy to ensure that their department has a plan to increase their representation of persons with a disability. The recruitment strategies are to demonstrate the means in which each department will make appreciable increases in employment of persons with a disability. In this communication the Civil Service Commission reiterated the services and supports available to departments for outreach and employment of persons with a disability.

In conclusion, fiscal year 2009-10 has been a time of significant changes in human resource service delivery. It is the culmination of the effort of a group of human resource professionals under the direction of a committed group of senior managers. These actions support the Government of Manitoba's goals for a competent, well trained workforce that is representative of the population that we serve. Further, much of this work sets the stage for future service delivery and organizational improvements.

Respectfully submitted,

"Original signed by *Debra Woodgate*"

Debra Woodgate  
Commissioner



**Commission de la fonction publique**

Bureau de la commissaire  
155, rue Carlton, bureau 935  
Winnipeg (Manitoba) R3C 3H8

Madame Shirley Delaquis  
Présidente  
Conseil de la Commission de la fonction publique

Madame,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1<sup>er</sup> avril 2009 au 31 mars 2010. Cette année a été fructueuse et cruciale pour la Commission. Forts du succès de leurs politiques et de leurs programmes des années passées, le personnel et les partenaires de la Commission continueront d'innover et de conquérir de nouveaux territoires.

La Commission de la fonction publique a continué à faire fond sur le succès de la stratégie relative à la diversité du gouvernement du Manitoba. Le premier contingent de participants au Programme de stages dans l'administration publique pour les personnes handicapées ont commencé leur carrière après avoir reçu une orientation et une formation et avoir été affectés à leurs premiers postes. En raison de la réaction enthousiaste des participants et des ministères, la Commission a réaffecté des ressources et a pris les mesures nécessaires pour recruter un nouveau contingent pour l'exercice 2010-2011.

La Commission de la fonction publique a déployé des efforts considérables pour fournir une direction générale au gouvernement du Manitoba au cours du dernier exercice grâce aux initiatives suivantes :

1. Au cours de l'exercice 2009, la Commission a entrepris des travaux de recherche et de consultation concernant la conception organisationnelle et les pratiques exemplaires dans la prestation des services de ressources humaines dans le secteur public. En janvier 2010, cette analyse a conduit le gouvernement du Manitoba à réorganiser les services et les ressources en matière de ressources humaines et à les placer sous la responsabilité de la Commission de la fonction publique du Manitoba. Le changement de rapport hiérarchique est entré en vigueur le 1<sup>er</sup> mars 2010 et s'applique à toutes les fonctions touchant les ressources humaines et à tout le personnel chargé de la prestation des services de ressources humaines dans les ministères.
2. En août 2009, la Commission de la fonction publique a accueilli la Conférence des commissaires des fonctions publiques. La conférence de deux jours a réuni les commissaires de chaque province et territoire et du gouvernement fédéral dans le but de discuter des incidences du climat économique actuel, des tendances et des pratiques exemplaires dans le domaine des ressources humaines, des domaines d'intérêt communs et des groupes de travail intergouvernementaux.
3. En octobre 2009, la Commission de la fonction publique a lancé le site Web Possibilités d'emploi au gouvernement du Manitoba. Ce projet portait sur la conception, le développement et la mise en œuvre d'un site Web attractif, concurrentiel et informatif pour les chercheurs d'emploi, lequel comprend un outil de recherche d'emploi avancé pour aider les utilisateurs à trouver les possibilités d'emploi qui les intéressent. Un autre volet important de ce projet a consisté à repenser, à simplifier et à automatiser le processus initial d'administration interne pour la publication des annonces d'emploi. Enfin, le projet a permis de mettre en œuvre un nouveau processus opérationnel qui a grandement réduit les frais de publication des annonces d'emploi du gouvernement.

4. En novembre 2009, la Commission de la fonction publique a présenté un symposium de formation de deux jours pour tous les membres de la communauté des ressources humaines afin de présenter le concept et le contenu de l'approche « une politique, une pratique » en matière de gestion des ressources humaines. Avant ce symposium de formation de deux jours, le Conseil de la Commission de la fonction publique avait révisé, mis à jour et, le cas échéant, approuvé toutes les politiques et procédures ministérielles de recrutement. Après le symposium, un comité de spécialistes des ressources humaines (Groupe de dotation intégré) représentant chaque secteur des ressources humaines a été formé en vue d'examiner les politiques et les procédures et de veiller à ce que la mise en œuvre du 1<sup>er</sup> avril 2010 respecte les besoins opérationnels de chacun des ministères.
5. En février 2010, la Commission de la fonction publique, par l'intermédiaire de Perfectionnement et formation (un organisme de service spécial) a mis en œuvre un nouveau système de gestion de l'apprentissage pour le gouvernement du Manitoba. Cette technologie fournit une plateforme électronique qui soutient l'inscription à des ateliers, un système de facturation pour les organismes de formation et un système de services de formation en ligne.
6. En mars 2010, la Commission de la fonction publique a demandé que chaque ministère élabore une stratégie de recrutement pratique et réalisable afin de veiller à ce que leurs services aient en place un plan d'action pour favoriser le recrutement de personnes handicapées dans la fonction publique. Les stratégies de recrutement doivent montrer de quelle façon leurs services augmenteront de manière appréciable le nombre de personnes handicapées qu'elles emploient. Dans ce message, la Commission a rappelé les services et les soutiens à la disposition des ministères pour communiquer avec les personnes handicapées et les recruter.

En conclusion, l'exercice 2009-2010 s'est avéré une période importante de changements dans la prestation des services en ressources humaines. Il représente l'aboutissement des efforts d'un groupe de spécialistes des ressources humaines sous la direction d'un groupe dévoué de cadres supérieurs. Ces activités appuient les objectifs du gouvernement du Manitoba en faveur d'une main-d'œuvre compétente et qualifiée, qui est représentative de la population que nous servons. En outre, la plupart de ces travaux ouvrent la voie à de futures améliorations sur le plan de la prestation des services et de la structure.

Veillez agréer, Madame, l'expression de ma haute considération.

La commissaire,

"Original signed by *Debra Woodgate*"

Debra Woodgate

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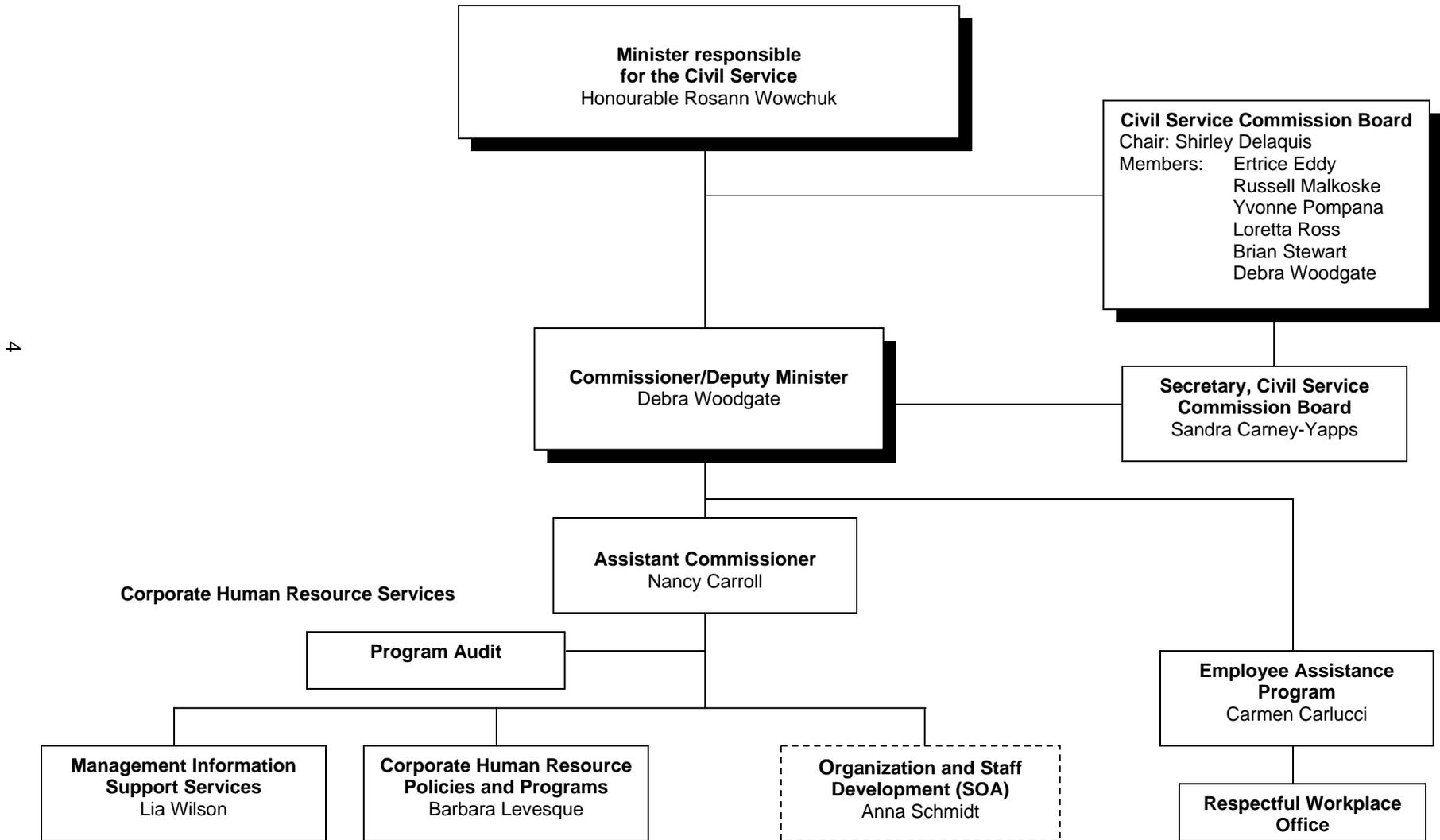
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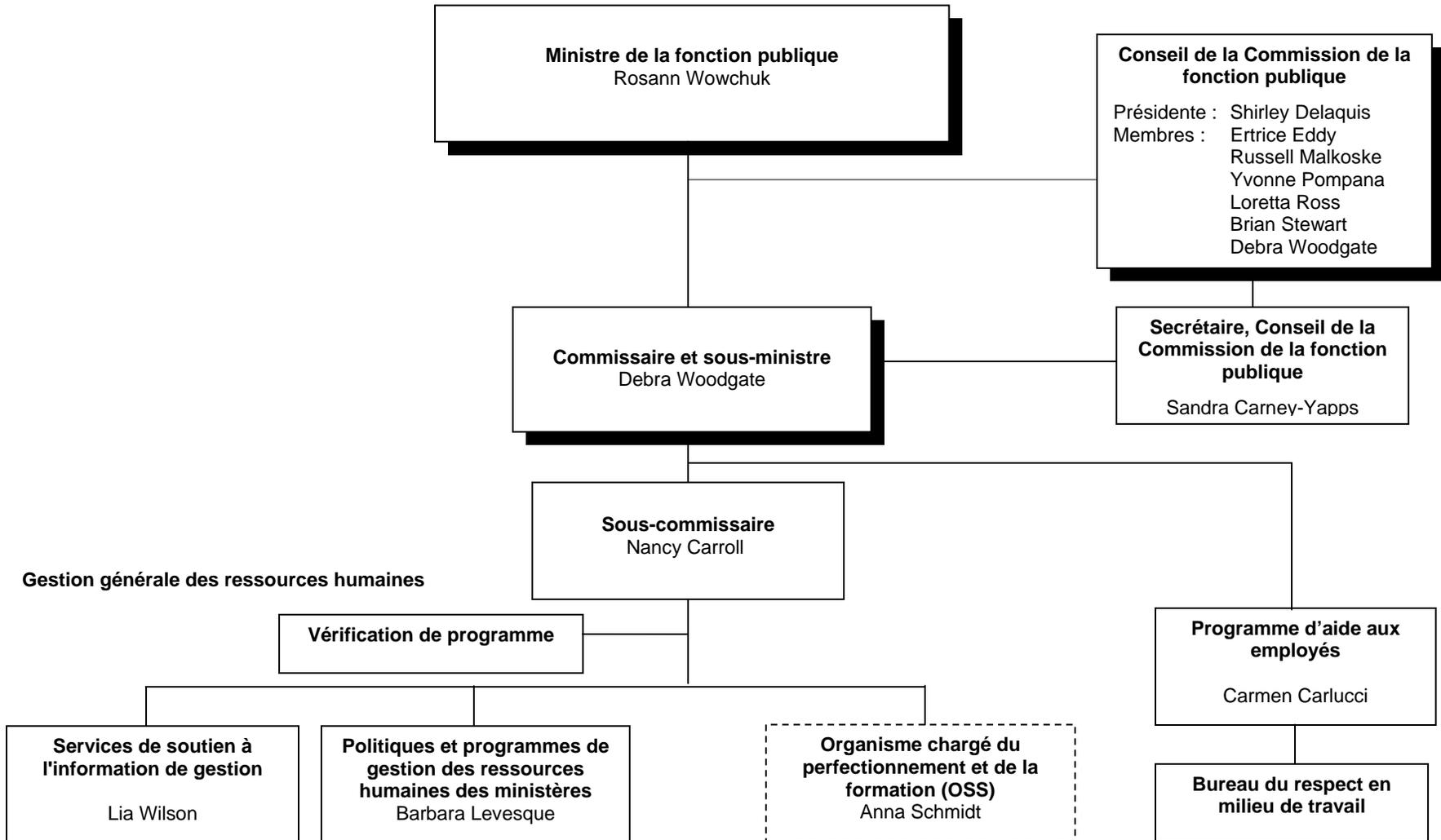
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# CIVIL SERVICE COMMISSION ORGANIZATION CHART

AS AT MARCH 31, 2010



**ORGANIGRAMME  
DE LA COMMISSION DE LA FONCTION PUBLIQUE  
AU 31 MARS 2010**



# INTRODUCTION AND OVERVIEW

## Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized votes approved by the Legislative Assembly. The annual report includes information at the main and sub-appropriation levels related to the commission's objectives, actual results achieved, financial performance and variances, and provides a five year historical table giving the departmental expenditures and staffing.

## Governing Legislation

### *The Civil Service Act*

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* (the Act) and regulations. Treasury Board is responsible for the administration of sections of the Act and regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of the Act, the commission shall:

- apply and carry out the provisions of the Act and the regulations under its responsibility
- select and appoint civil servants, and be responsible for their promotion and transfer
- advise the minister having responsibility for the administration of the Act on problems concerning human resource management administration
- of its own motion or upon request of the Lieutenant Governor in Council investigate and report on:
  - the operation of the Act
  - the violation of any provision of the Act or the regulations
  - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the commission
  - on the request of a minister or the chief officer of an agency of government to which the Act applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government
- appoint such employees as may be necessary to carry out the Act
- perform such other duties and functions as may be assigned to the commission by the Act or any other act of the Legislature or by the Lieutenant Governor in Council

Subsection 5(3) of the Act provides the commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

### *The Public Interest Disclosure (Whistleblower Protection) Act*

The Civil Service Commission continues the legislative development, implementation and administrative roles for *The Public Interest Disclosure (Whistleblower Protection) Act* (the Act) across the public service. The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under the Act. A designated officers network is in place to provide a cross-government forum for them to meet for information-sharing, networking and exchanging ideas/experiences regarding their responsibilities under the Act.

## Environmental Scan

The average age of the population in Canada and Manitoba continues to grow. In Manitoba the median age of the population reported in the 2006 census was 38.1 years, up from 34.7 years reported 10 years previously. The demand for new workers has put considerable pressure on employers to differentiate themselves in order to attract and retain new talent.

In spite of the recent economic downturn employers continue to have difficulty recruiting to positions in accounting, engineering and the physical sciences.

Employers are turning to previously underutilized segments of our population and immigration to find new workers for their jobs. The Manitoba Bureau of Statistics estimates that by 2017, Aboriginal persons will account for 17% of all new entrants into the labour market.

The government has targeted an immigration level of 20,000 annually by 2016, of which approximately 50% would be potential new entrants into Manitoba's labour market. In 2009 Manitoba welcomed more than 13,500 immigrants to our province.

## Composition of the Civil Service

As at March 31, 2010 the total number of active civil service employees was 14,890. This includes all active employees appointed under *The Civil Service Act* (regular, term, technical and departmental – 14,459, casual – 403, and contract - 28)<sup>1</sup>. These statistics do not include employees of any public entity (ex: teachers, employees in regional health authorities) or Crown corporations not appointed under *The Civil Service Act*.

There has not been a significant change in the number of civil servants over the past three years. Breakdowns by employee type and by department are included in the Appendix B on pages 44-45.

## Age Demographics

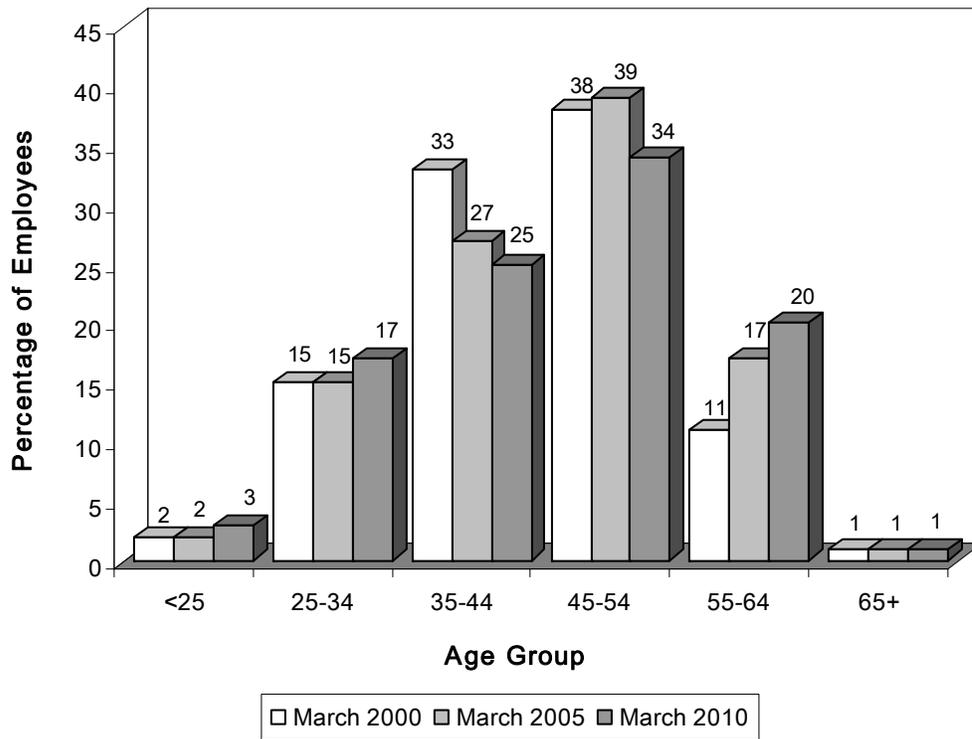
Similar to what is happening to the demographics in the general population, the average age of the civil service has increased over the past number of years. Recent projections show that 25% of civil servants<sup>2</sup> will be eligible to retire within five years. This grows to 42% within 10 years. These numbers are even higher at the senior manager<sup>1</sup> level, where 49% will be eligible to retire within five years, and 66% within 10 years.

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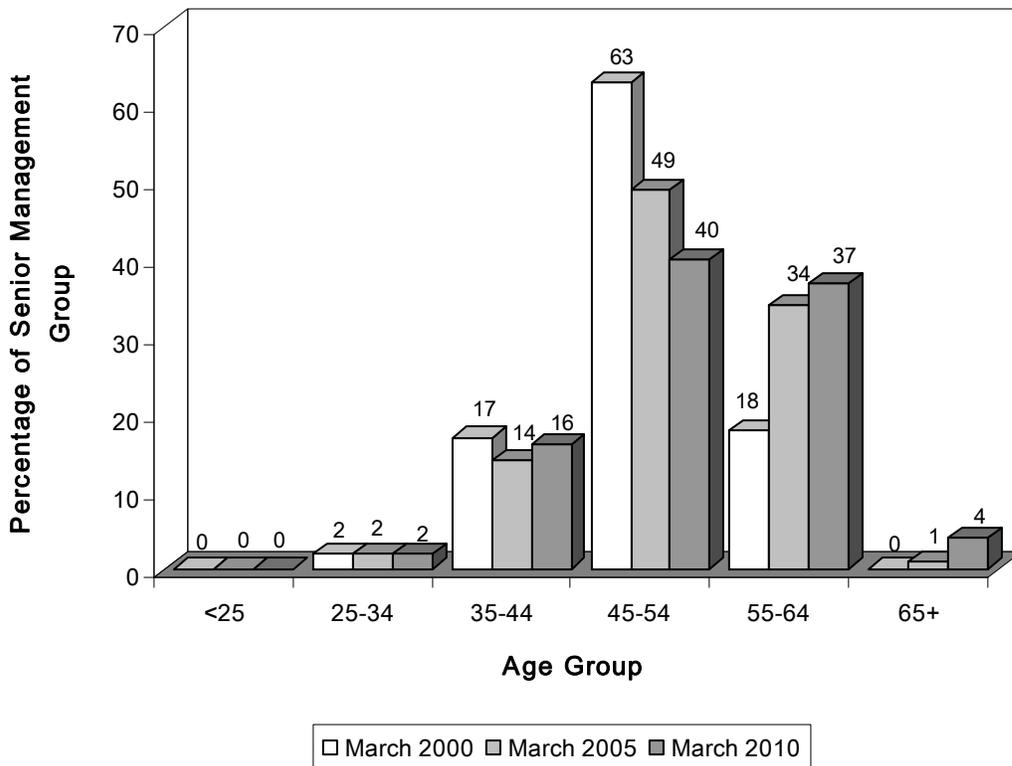
<sup>1</sup> See definitions in Appendix A on page 43.

<sup>2</sup> Based on 14,459 active regular, term, technical and departmental civil servants.

**All employees in regular, term, technical and departmental positions as at March 31, 2010 (active only)**



**Senior management employees in regular, term, technical and departmental positions as at March 31, 2010 (active only)**



## Employment Equity

The Civil Service Commission is responsible for communicating and reporting on the implementation of the government's Employment Equity Policy. The goal of this policy is to achieve a civil service that is reflective of the citizens it serves at all levels of the organization, with respect to the four employment equity groups:

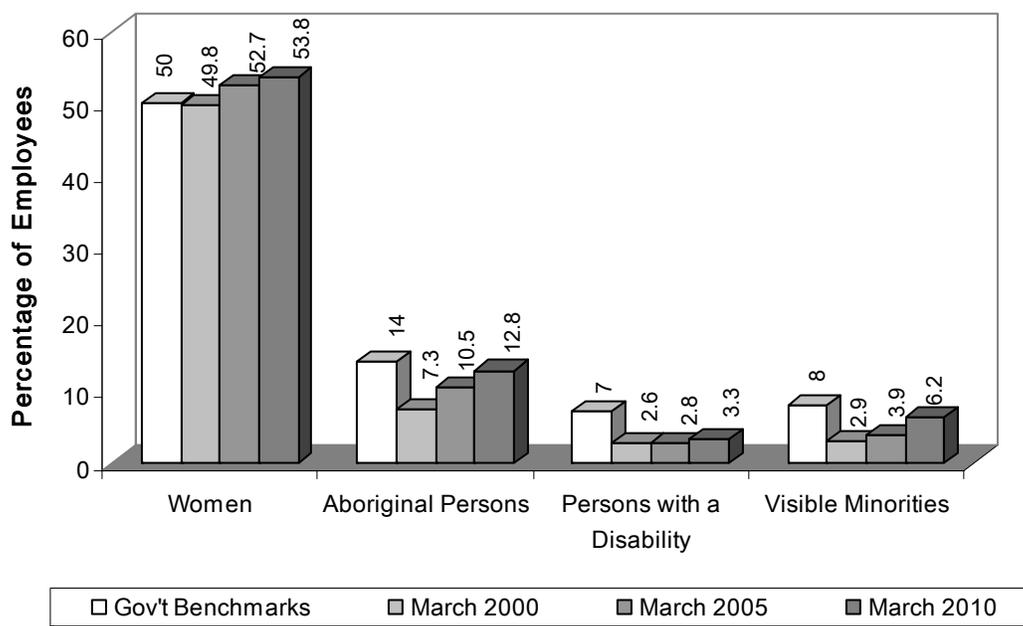
- Women
- Aboriginal persons -- peoples of North American Aboriginal ancestry, including First Nations (status and non-status Indians), Inuit and Metis
- Persons with a disability -- persons who have a long-term or recurring impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace
- Visible minorities -- persons, other than Aboriginal people, who because of their race or colour, are a visible minority; examples of visible minority include Black (ex: African, Haitian, Jamaican, Somali), South Asian (ex: East Indian, Pakistani, Punjabi, Sri Lankan), South East Asian (ex: Cambodian, Indonesian, Laotian, Vietnamese), Arab / West Asian (ex: Armenian, Egyptian, Iranian, Lebanese, Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

Previous benchmarks were revised in 2003-04 to reflect the population and workforce in Manitoba (as per 2001 census data) and community consultations. Statistics for employment equity group employees are based on employee self-declarations.

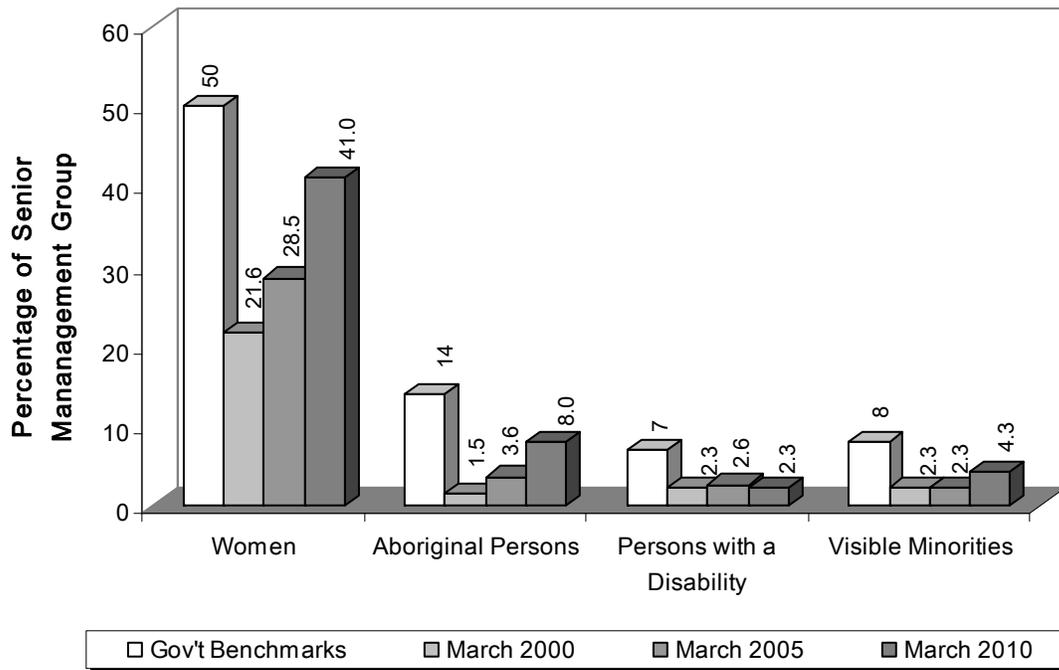
Employment equity is an important factor in the government's overall Provincial Civil Service Diversity Strategy which is discussed in further detail on page 24.

The following graphs reflect the benchmarks, historical data and status as at March 31, 2010.

### All employees in regular, term, technical and departmental positions as at March 31, 2010 (active and inactive)



**Senior management employees in regular, term, technical and departmental positions as at March 31, 2010 (active and inactive)**



# INTRODUCTION ET APERÇU

## Structure du rapport

Le présent rapport annuel est organisé en fonction de la structure établie par l'Assemblée législative du Manitoba pour l'affectation des crédits budgétaires à la Commission de la fonction publique. Il comprend des renseignements sur les budgets principaux et les postes secondaires, en regard des objectifs de la Commission et des résultats réels obtenus. Les renseignements sur le rendement financier sont accompagnés d'explications relatives aux écarts budgétaires en matière de dépenses et de recettes et d'un tableau chronologique de cinq ans redressé illustrant les dépenses et la dotation de la Commission.

## Lois en vigueur

### ***La Loi sur la fonction publique***

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et de son règlement d'application. Le Conseil du Trésor est chargé de l'administration des articles de la *Loi* et de son règlement d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de rémunération et les négociations collectives.

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

- applique la *Loi* et son règlement;
- choisit et nomme les fonctionnaires, et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la *Loi* sur les questions relatives à l'administration du personnel;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, fait enquête et rapport :
  - sur le fonctionnement de la *Loi*;
  - sur la violation d'une disposition de la *Loi* ou de son règlement d'application;
  - sur toute allégation de supposition de personne, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;
  - à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la *Loi*, elle examine toute question relative au personnel du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la *Loi*, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la *Loi*, une autre loi du Manitoba ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3), l'autorité que possède la Commission de signer certains documents, procès-verbaux ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge bon.

### ***La Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)***

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la *Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)* et remplit les fonctions administratives qui y sont associées, et ce, pour l'ensemble de la fonction publique. La Commission agit comme expert auprès des ministères et des organismes publics et leur fournit des conseils concernant les obligations que leur impose la *Loi*. De plus, un réseau de fonctionnaires désignés forme un groupe de discussion pangouvernemental et les fonctionnaires qui en font partie mettent en commun de l'information, créent des liens au sein de la fonction publique et échangent sur des idées ou des expériences concernant les responsabilités prévues par la *Loi*.

## Analyse du contexte

L'âge moyen de la population au Canada et au Manitoba continue de croître. Au Manitoba, l'âge médian de la population rapporté lors du recensement de 2006 était de 38,1 ans, comparativement à 34,7 ans dix ans auparavant. La demande de main-d'œuvre met beaucoup de pression sur les employeurs, qui doivent se distinguer pour attirer de nouveaux employés talentueux et les maintenir en poste.

Malgré le récent ralentissement économique, les employeurs continuent d'avoir du mal à trouver du personnel pour pourvoir les postes en comptabilité, en génie et en sciences physiques.

Les employeurs se tournent donc vers des segments de notre population jusque-là sous-utilisés ainsi que vers l'immigration pour trouver de nouveaux travailleurs et pourvoir les postes vacants. Le Bureau des statistiques du Manitoba estime qu'en 2017, les Autochtones représenteront 17 % de l'ensemble des nouveaux venus sur le marché du travail.

Le gouvernement compte établir le nombre annuel d'immigrants à 20 000 d'ici 2016, dont à peu près la moitié seraient de nouveaux venus sur le marché du travail du Manitoba. En 2009, la province du Manitoba a accueilli plus de 13 500 immigrants.

## Composition de la fonction publique

Au 31 mars 2010, on comptait en tout 14 625 employés actifs dans la fonction publique. Ce nombre comprend tous les employés actifs nommés en vertu de la *Loi sur la fonction publique* (employés réguliers et temporaires et détenteurs de postes spéciaux et ministériels : 14 459; employés occasionnels : 403; employés contractuels : 28)<sup>3</sup>. Les statistiques données n'englobent pas les employés d'organismes publics (p. ex., les enseignants et employés des offices régionaux de la santé) ou de sociétés d'État qui ne sont pas créés en vertu de la *Loi sur la fonction publique*.

Au cours des trois derniers exercices, le nombre de fonctionnaires a peu fluctué. La répartition par type d'employés et par ministère se trouve à l'Annexe B à les pages 44-45.

## Répartition par âge

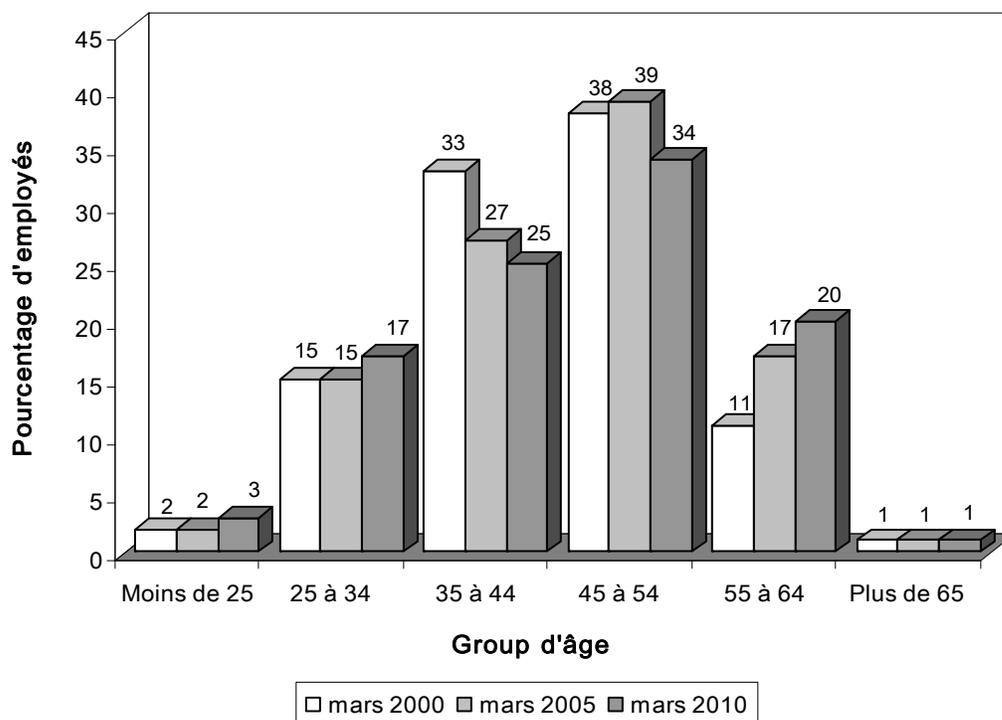
À l'instar de la population en général, l'âge moyen dans la fonction publique a augmenté ces dernières années. Des projections récentes indiquent que le pourcentage de fonctionnaires<sup>4</sup> admissibles à la retraite sera de 25 % d'ici cinq ans et de 42 % d'ici dix ans. Ces pourcentages sont encore plus élevés chez les cadres supérieurs<sup>1</sup>, dont le taux d'admissibilité à la retraite d'ici cinq ans atteint 49 % et d'ici dix ans, 66 %.

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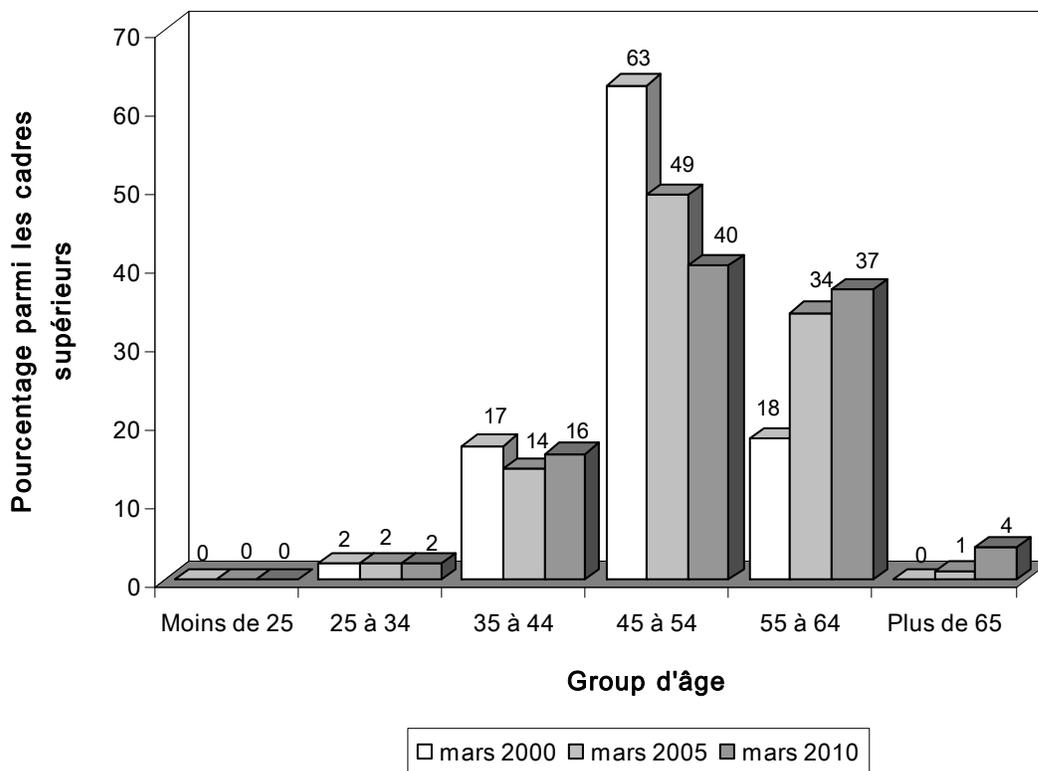
<sup>3</sup> Voir les définitions à l'annexe A à la page 43.

<sup>4</sup> Pourcentage obtenu d'après les 14 459 employés réguliers, temporaires et titulaires de postes spéciaux et ministériels.

**Employés occupant un poste régulier ou temporaire ou titulaires d'un poste spécial ou ministériel au 31 mars 2010 (employés actifs seulement)**



**Cadres supérieurs occupant un poste régulier ou temporaire ou titulaires d'un poste spécial ou ministériel au 31 mars 2010 (employés actifs seulement)**



## Équité en emploi

La Commission est responsable des activités de communication et des rapports sur la mise en œuvre de la Politique d'équité en emploi du gouvernement, dont le but est de créer une fonction publique représentative de l'ensemble de la population qu'elle dessert, et ce, à tous les échelons. À cette fin, il y a quatre groupes désignés :

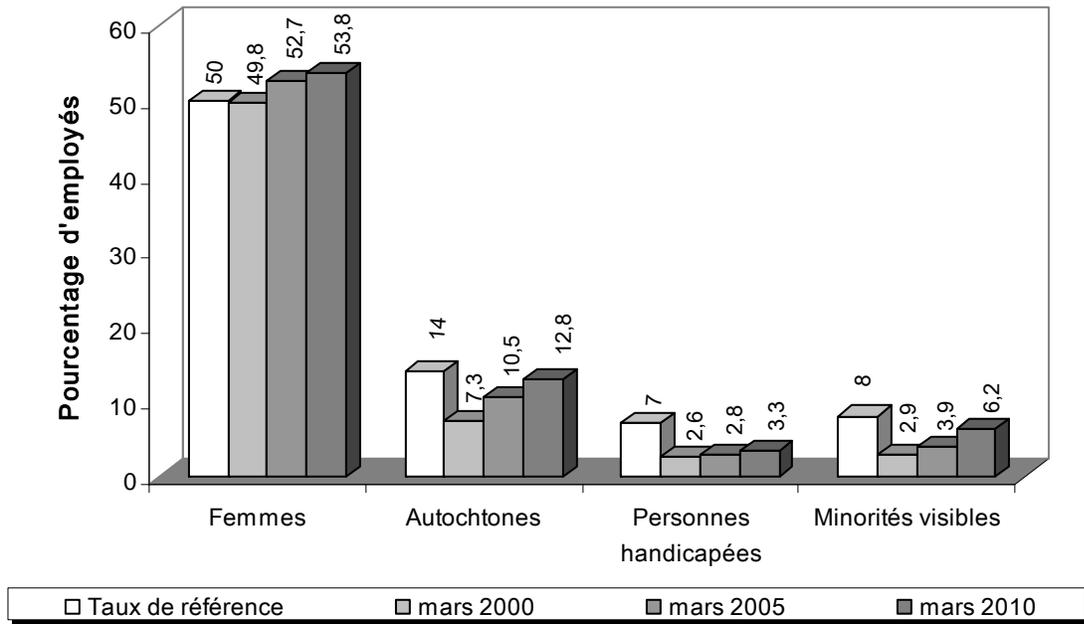
- les femmes;
- les Autochtones — les personnes d'ascendance autochtone nord-américaine, y compris les membres des Premières nations (Indiens inscrits et non inscrits), les Inuits et les Métis;
- les personnes handicapées — les personnes qui ont une incapacité de longue durée ou persistante et qui s'estiment défavorisées sur le plan de l'emploi en raison de cette incapacité, ou qui croient qu'un employeur actuel ou éventuel pourrait les considérer comme telles, et les personnes pour lesquelles il a fallu adapter l'emploi ou le milieu de travail actuel en fonction de leurs limites fonctionnelles dues à leur incapacité;
- les minorités visibles — les personnes, autres que les Autochtones, qui, de par leur race ou leur couleur, appartiennent à une minorité visible. Par minorité visible, on entend les personnes de race noire (p. ex., les Africains, les Haïtiens, les Jamaïcains, les Somaliens), les Asiatiques du Sud (p. ex., les Indiens, les Pakistanais, les Punjabis, les Sri-Lankais), les Asiatiques du Sud-Est (p. ex., les Cambodgiens, les Indonésiens, les Laotiens, les Vietnamiens), les Arabes et les Asiatiques de l'Ouest (p. ex., les Arméniens, les Égyptiens, les Iraniens, les Libanais, les Marocains), les Chinois, les Philippins, les Sud-Américains, les Japonais et les Coréens.

En 2003-2004, on a modifié les taux de référence établis pour les rendre plus représentatifs de la population et de la main-d'œuvre du Manitoba (données du recensement de 2001) et pour qu'ils tiennent compte des consultations communautaires. Les données relatives aux groupes visés par l'équité en emploi reposent sur les autodéclarations des employés.

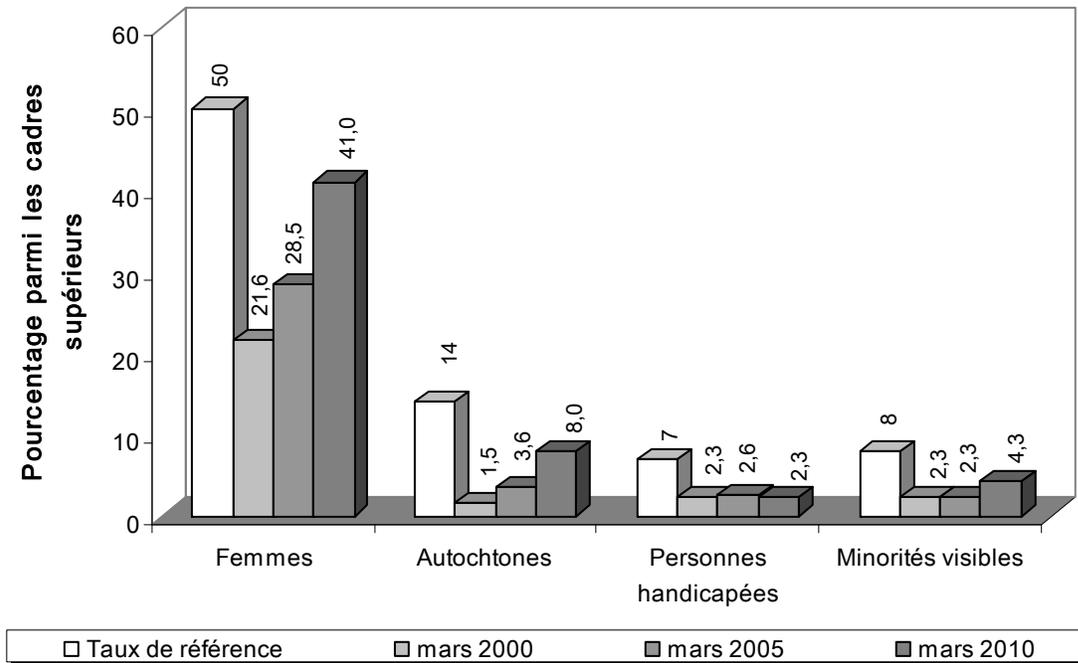
L'équité en emploi est un élément important de la Stratégie relative à la diversité dans la fonction publique provinciale, une stratégie qui est présentée plus en détail à la page 24.

Les graphiques ci-dessous illustrent les taux de référence, les données historiques et l'état de la situation au 31 mars 2010.

**Employés occupant un poste régulier ou temporaire ou titulaires d'un poste spécial ou ministériel au 31 mars 2010 (employés actifs et inactifs)**



**Cadres supérieurs occupant un poste régulier ou temporaire ou titulaires d'un poste spécial ou ministériel au 31 mars 2010 (employés actifs et inactifs)**



## ROLE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission works with Treasury Board Secretariat to ensure effective development and delivery of a comprehensive human resource management service consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

The Act provides for the management, direction and administration of human resource management matters within the government service through the combination of a Civil Service Commission Board and an independent and impartial agency reporting through a commissioner/deputy minister to the Minister responsible for the Civil Service.

Programs and policies respecting human resource management for the civil service are developed under the provisions of the Act and government policy direction and are implemented under the authority of the commission or the Lieutenant Governor in Council.

### **Vision**

The highest standard of public service provided by a dedicated and representative workforce.

### **Mission**

To provide human resource leadership and services which sustain and inspire public service.

### **Principles**

The Civil Service Commission carries out its responsibilities in accordance with the values shared by all Manitoba government employees:

- act in the public interest
- act with integrity
- act with respect for others
- act with skill and dedication

### **Goals**

The policies, programs and services of the commission are dedicated to:

- the continuing attraction, engagement and productivity of a valued public service
- the enhancement of a workplace that is inclusive and respectful
- strengthening of strategic human resource management

# RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, assure un développement et une prestation efficaces de services généraux de gestion des ressources humaines conformes aux dispositions de la *Loi sur la fonction publique*, adaptés aux politiques générales du gouvernement et propices à la réalisation des objectifs des ministères et du gouvernement dans son ensemble.

La *Loi* prévoit la gestion, la direction et l'administration des dossiers liés aux ressources humaines au sein de l'appareil gouvernemental, par l'action conjuguée du Conseil de la Commission de la fonction publique et d'un organisme indépendant et impartial rendant compte, par l'intermédiaire d'un commissaire/sous-ministre, au ministre responsable de la fonction publique.

Les programmes et les politiques de gestion des ressources humaines applicables à la fonction publique sont conçus conformément aux dispositions de la *Loi* et à l'orientation générale de la politique gouvernementale et sont mis en œuvre sous la direction de la Commission de la fonction publique ou du lieutenant-gouverneur en conseil.

## **Vision**

Avoir des ressources humaines dévouées et représentatives qui fournissent des services publics en respectant les normes les plus élevées.

## **Mission**

Fournir des services et faire preuve de leadership en matière de ressources humaines de manière à assurer la continuité de la fonction publique et à l'inspirer.

## **Principes directeurs**

La Commission de la fonction publique remplit ses responsabilités conformément aux valeurs communes de tous les employés du gouvernement du Manitoba, à savoir :

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

## **Objectifs**

Les politiques, les programmes et les services de la Commission de la fonction publique visent à atteindre les objectifs suivants :

- le maintien du caractère intéressant, de l'engagement et de la productivité d'une fonction publique qui est valorisée;
- l'amélioration des milieux de travail de sorte qu'ils favorisent l'inclusion et le respect;
- le renforcement de la gestion stratégique des ressources humaines.

## CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* (the Act) and consists of not less than three or more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the board. Six of the members are citizen members including the chairperson.

### **Board Members**

Shirley Delaquis, Chairperson/Citizen Member  
Ertrice Eddy, Citizen Member  
Russell Malkoske, Citizen Member  
Yvonne Pompana, Citizen Member  
Loretta Ross, Citizen Member  
Brian Stewart, Citizen Member  
Debra Woodgate, Civil Service Commissioner

A secretary, who is not a member of the board, provides functional guidance and staff support for all the board activities. The secretary manages the board's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

### **Administration of *The Civil Service Act***

The board applies and carries out those provisions of the Act for which it is responsible. They include:

- ensuring the principles of staffing (merit, fairness and equity) are upheld in accordance with the Act and approving staffing policies and standards
- delegating recruitment and selection authority to staff of the commission, department deputy ministers and the human resource community in order that they may administer provisions of the Act, and monitoring on a regular basis delegated statutory authority through an audit process
- ongoing monitoring and support of the government's Employment Equity Policy as it relates to recruitment and selection
- providing an independent quasi-judicial appeal function for employees under the Act, regulations and applicable collective agreements
- ensuring consistent and equitable treatment of all matters within the board's jurisdiction
- ensuring the maintenance and revision of policy authorities and delegations
- advising and informing the minister responsible and the commissioner on matters pertaining to human resource management in government relating to matters under the board's jurisdiction
- developing and maintaining regulations under the board's statutory responsibility relating to the Conditions of Employment Regulation under the Act
- reviewing and approving the annual report of the commission for submission to the Minister responsible for the Civil Service

The board carries out its functions and responsibilities through the staff organization outlined in this annual report. In addition, the board receives regular presentations from commission staff on new and ongoing programs and policy initiatives.

## Quasi-Judicial Appeal Function

The board in its appeal function is an independent and impartial appeal tribunal and operates on the basis of its rules of procedure, the provisions of *The Civil Service Act*, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

The board determines appeals on the basis of: evidence and argument presented to the appeal board; previous board precedents; arbitral jurisprudence; its assessment and weighing of the evidence and arguments provided; and, upon consideration of the provisions of the Act, regulations and collective agreements and applicable policy.

The board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from both excluded employees and bargaining unit employees
- selection appeals from both excluded employees and bargaining unit employees following selection grievances
- disciplinary appeals from excluded employees following grievance procedures
- appeals on alleged violations of *The Civil Service Act*
- conflict of interest appeals from government employees
- appeals on management-originated requests for reclassification of positions
- appeals on delegated administrative review decisions to overturn staffing competitions
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial

## Board Activities 2009-10

During 2009-10, the board met on a regular basis to review matters of concern to the board arising during the year and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years Ending March 31		
	2007-08	2008-09	2009-10
Submissions:			
Staffing Audit Plans	-	5	-
Staffing and Employment Equity Audit Reports	2	n/a*	n/a*
Staffing Audit Reports	n/a*	7	3
Diversity/Employment Equity Audit Reports	n/a*	7	3
Revisions to Staffing Delegation	5	14	11
Human Resource Policy Approval	1	-	17
Other	-	-	3

\* Beginning in 2008-09, separate reports are now prepared for staffing and diversity/employment equity audits.

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, human resource practices and policies. The board approved changes to the criteria and documentation requirements for the granting of delegated staffing authority to members of the government human resource community. The board met with senior management from the Labour Relations Division, Treasury Board Secretariat, to have an informal discussion on current programs and activities within the Labour Relations Division, including appeals and the appeal process. The board attended the 2009 Human Resource Training Symposium and the annual conference held by the Manitoba Council for Administrative Tribunals (MCAT Inc.).

Staff presentations to the board included:

- an overview of Organization and Staff Development (OSD)
- a presentation and update on the Single Policy, Single Practice Initiative
- a briefing on human resource governance including the proposed realignment of department human resource sector services and resources to the Civil Service Commission

Appeals	Fiscal Years Ending March 31		
	2007-08	2008-09	2009-10
Initiated	16	13	33
Carried over from previous year <sup>1</sup>	15	17	13
Withdrawn	9	8	15
Heard	5	9	2
Granted	-	1	1
Granted other than requested	-	-	-
Denied	5	8	1
Carried over to next fiscal year <sup>1</sup>	17	13	29

<sup>1</sup> Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a decision from an appeal board.

The board continues to review all appeal decisions once issued to ensure consistency and common understanding of the issues determined. The board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2009-10 included classification and preliminary matters. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

<b>Appeals by Type</b>	<b>Initiated 2009-10</b>	<b>Carried from 2008-09</b>	<b>Withdrawn</b>	<b>Granted</b>	<b>Granted Other</b>	<b>Denied</b>	<b>Carried to 2010-11</b>
Classification	26	9	7	1	-	1	26
Selection	2	3	4	-	-	-	1
Classification Dispute	3	-	2	-	-	-	1
Conflict of Interest	1	-	-	-	-	-	1
Benefits Administration	-	-	-	-	-	-	-
Over-Range	-	-	-	-	-	-	-
Dismissal	-	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	1	1	2	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-	-
<b>Total</b>	<b>33</b>	<b>13</b>	<b>15</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>29</b>

# EXECUTIVE SUPPORT

## Overview

The Executive Support provides management direction and coordination for the Civil Service Commission programs, advises the government on human resource issues in government, and provides advisory, consulting and administrative services to the Civil Service Commission Board.

## Objectives

The objectives of Executive Support are to:

- provide executive policy direction for, and coordination of, commission programs
- advise the government, through the minister responsible, on human resource management issues in government
- provide advisory, consulting and administrative services to the board
- initiate the development and formulation of government human resource policy and programs
- monitor and support the government's diversity and employment equity efforts
- provide responsive, consistent and high standard of human resource services in government
- maintain comprehensive regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

## Activities/Results

- Through the program areas of the commission, provide a comprehensive human resource management function, policies and programs consistent with *The Civil Service Act* and government policy and supportive of government's and departments' goals.
- Provide advice and direct assistance to government and departments in the recruitment, selection and appointment of executive staff, including leadership development.
- Monitor, evaluate and support the implementation of diversity and employment equity across the government service, including the Provincial Civil Service Diversity Strategy, and formulate issues and recommendations for review with the minister responsible.
- Review human resource governance in the civil service to strengthen the coordination of human resource activities, and to focus on corporate priorities and on being responsive to departmental needs.
- Manage and direct the executive functions of the commission and the development of strategic initiatives and programs.
- Manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals.
- Provide policy, jurisdictional and legal consultation and advice to senior executive government management.
- Manage and promote civil service renewal efforts.
- Provide expertise and guidance to departments and public bodies regarding their statutory responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*.

## ***The Public Interest Disclosure (Whistleblower Protection) Act***

*The Public Interest Disclosure (Whistleblower Protection) Act* came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices

and processes in the Manitoba 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 18 of the Act.

The following is a summary of disclosures received by the commission and Organization and Staff Development for fiscal year 2009-10:

<b>Information Required Annually (per Section 18 of The Act)</b>	<b>Fiscal Year 2009-10</b>
The number of disclosures received, and the number acted on and not acted on. <i>Subsection 18(2)(a)</i>	<b>NIL</b>
The number of investigations commenced as a result of a disclosure. <i>Subsection 18(2)(b)</i>	<b>NIL</b>
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. <i>Subsection 18(2)(c)</i>	<b>NIL</b>

#### **1(a) EXECUTIVE SUPPORT**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2009-10 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2009-10 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits <sup>(a)</sup>	412	4.00	421	(9)	
Other Expenditures	82		83	(1)	
<b>Total Sub-appropriation</b>	<b>494</b>	<b>4.00</b>	<b>504</b>	<b>(10)</b>	

Notes:

- (a) Executive Support salaries and employee benefits include aggregate compensation of \$21 paid to Civil Service Commission Board Members in 2009-10.

# CORPORATE HUMAN RESOURCE SERVICES

## Overview

Corporate Human Resource Services provides human resource policies and programs that support good public service and enable the government to:

- staff effectively
- build representative, inclusive and satisfying workplaces
- develop employee and organizational capacity to its full potential
- make informed human resource decisions
- introduce new and innovative human resource practices
- ensure a responsive, consistent and high standard of human resource services
- develop the human resource function
- meet the succession and continuous renewal challenges of the civil service

This division is divided into the following program areas: Management Information Support Services, Corporate Human Resource Policies and Programs, Program Audit, and Organization and Staff Development. Additional information on the first three program areas follows. Organization and Staff Development, which has been operating as a special operating agency since 1994-95, prepares a separate annual report.

## Objectives

The objectives of this division are to:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- increase employee and organization effectiveness
- improve the quality of human resource management information
- increase the leadership capacity in the civil service
- increase diversity in the civil service
- improve the workplace environment and culture
- introduce human resource innovations
- clarify and strengthen the responsibility for human resource management

## Activities/Results

The activities of this division, and where appropriate the results, are:

- Lead and coordinate departments in the development and implementation of a comprehensive plan for the Provincial Civil Service Diversity Strategy. In 2009-10:
  - An internal and external environmental scan was completed to use in the development of recommendations on effective practices for the recruitment and retention of persons with a disability.
  - A Diversity Strategy Report on Activity and Progress for All Sectors was completed and communicated.
  - A Persons with a Disability Working Group was established in accordance with the diversity strategy.
  - A presentation of recommendations to enhance effectiveness of recruitment and retention of persons with a disability in the Government of Manitoba was made to senior management.

- Each department was requested to provide a recruitment strategy specific to persons with a disability.
- Audit staffing practices of delegated departments to ensure compliance with delegation agreements. During 2009-10:
  - Three audits of staffing practices of departments with delegated staffing authority were completed.
  - Three audits of diversity/employment equity activities in departments were completed.
- Develop, implement and manage civil service renewal and diversity programs that recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workplace. Participation rates for ongoing programs is as follows:

Internship-style Programs	Participants in program from previous years	Participants entering program in 2009-10	Total Participants during 2009-10
Aboriginal Management Development Program	-	8	8
Aboriginal Public Administration Program	-	6	6
Financial Management Development Program	4	-	4
Management Internship Program	9	6	15
Public Administration Program for Persons with a Disability	-	6	6

Career Assistance Programs	Total Participants during 2009-10
Career Assistance Program for Persons with a Disability	10
Career Assistance Programs for Visible Minorities and Immigrants:	
Career Gateway Program	31
Career Gateway Extension Project <sup>5</sup>	8
Engineering/Technical Training Project <sup>5</sup>	6
Volunteers in Public Service Program	24

These programs are described in Appendix C on pages 46-47.

- Engage in outreach activities throughout the province in order to promote career opportunities in the civil service with various diversity groups and employment equity organizations as well as universities and colleges. In 2009-10 outreach activities included:
  - Participating in numerous job fairs, including:
    - AIESEC Careers Day (30<sup>th</sup> Annual)
    - Aboriginal Career Exploration Fair (7<sup>th</sup> Annual)
    - African Youth Summit Career Fair
    - Afro-Caribbean Association of Manitoba Job Fair (11<sup>th</sup> Annual)
    - Career and Summer Job Fair (University of Winnipeg)

<sup>5</sup> Funded by the Manitoba Opportunities Fund.

- Career Connections Career Fair
- Connecting with the Immigrant Workforce (3<sup>rd</sup> Annual)
- Expo Carrières au CUSB
- “Information Stations” Trade Show – Resources for People with Disabilities
- International Centre of Winnipeg Job Fair
- Manitoba Business Leadership Network Employment Fair for persons with a disability
- Manitoba Career Week (Career Development initiative)
- North End Community and Family Resource Career Fair
- Red River College Career Fair (9<sup>th</sup> Annual)
- Vision Quest
- Winnipeg Chamber of Commerce Aboriginal Job Fair (9<sup>th</sup> Annual)
- There was ongoing outreach to Aboriginal communities across the province, and organizations and employment agencies representing persons with a disability and visible minorities.
- There was ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities.
- Working in conjunction with Organization and Staff Development, develop and implement government-wide employee development programs that increase leadership capacity within the civil service. In 2009-10:
  - Leadership Development Initiative: 73 new participants
  - Women’s Leadership Program: 32 new participants
  - Public Sector Management Certificate Program: 30 new participants
  - Essentials of Supervision Certificate Program: 61 new participants
  - Office Professionals Certificate Program: 205 active participants

These programs, delivered by Organization and Staff Development under a funding agreement with the commission, are described in Appendix C on pages 48-49.

- Deliver a corporate orientation program that gives new employees an interactive and positive orientation to the civil service through a half-day in-person orientation session and an on-line manual.
- Support employee networks that engage and encourage future and representative generations of civil servants.
  - New Professionals Network – a group with more than 550 members from across all government departments and in various locations in the province.
  - Touchstone – a group of Aboriginal employees from across all government departments (support also provided through the Employee Assistance Program).

These groups are described in Appendix C on page 49.

- Develop and maintain staffing procedures and processes that increase the probability that the government has well qualified persons whose appointments are based on the principles of merit, fairness and equity. In 2009-10:
  - A review of all staffing policies and related practices was undertaken and policies and practices were redeveloped, where necessary, for implementation of the Single Policy, Single Practice approach to recruitment and selection on April 1, 2010.
  - The Staffing Skills for Managers and HR Practitioners workshop facilitated by commission staff was revised to support “the Single Policy, Single Practice Initiative”. A total of 256 employees participated in formal training on recruitment and selection:
    - 31 employees attended the final offerings of Staffing Skills for Managers and HR Practitioners
    - 160 HR practitioners attended the new workshop Strategic Staffing: Managing the Recruitment Process
    - 65 managers attended the new workshop Strategic Staffing: Understanding the Recruitment Process

Statistics on competitions are provided in Appendix D on pages 50-51.

- Support the development of, and knowledge sharing among, the human resource community, encouraging continuous review and improvement of human resource service delivery.
- Develop, implement, communicate and support policies and initiatives that promote a positive workplace environment in government.
- In collaboration with Organization and Staff Development, implement effective training and development practices that reflect the most current knowledge, that complement the government's values and policy framework, that address gaps pertinent to what is required in the delivery of good public service and that support employees in realizing their full potential, for the benefit of the government and their careers.
  - additional information is available in the Organization and Staff Development annual report
- Identify any human resource issue that is a barrier to, or an opportunity for, making the government a more rewarding and attractive workplace, and develop, recommend and implement any response to that issue.
- Lead planning activities, with particular attention to any innovations that improve human resource practice in general or advance the goals of the government's civil service renewal efforts in particular.
- Participate in the implementation of electronic human resource information systems that support informed and timely human resource decision-making across the civil service and the evaluation of human resource practices; and, modernize the way services are provided to civil servants. During 2009-10:
  - Implemented the Manitoba Job Opportunities website; an attractive, competitive, informational website for job seekers that includes a sophisticated job search tool to assist the public in accessing, searching and applying for government career opportunities.
  - Completed enhancements to the CSC internet site to coincide and integrate with the new Manitoba Job Opportunities website.
  - Redesigned, streamlined and automated the internal administrative process for posting job ads.
  - Implemented a new business process to reduce career advertising costs.
  - Collaborated with other provincial and territorial governments in various committees to collect consistent cross-Canada benchmark information.
  - In conjunction with departmental human resource sectors and Business Transformation and Technology (Innovation, Energy and Mines), continued development of and enhancement to various human resource corporate reports including those generated through SAP and the corporate reporting tool.
  - Began design and development of a new commission human resources information intranet site.
  - Completed the annual 2008-09 Government of Manitoba Employment Equity Program Statistical Information Report.
- Participate in the government's business continuity planning during 2009-10 by:
  - working with HR sector directors to design a business continuity plan for a consolidated human resource services sector operation
  - preparing pandemic and emergency communications, standards and guidelines for distribution to managers and employees to guide human resource activities during emergencies
  - working with the commission's executive management and a working team to update and exercise the completed department business continuity plan

**1(b) CORPORATE HUMAN RESOURCE SERVICES**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2009-10 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2009-10 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	1,863	21.00	1,792	71	
Other Expenditures	948		977	(29)	
<b>Total Sub-appropriation</b>	<b>2,811</b>	<b>21.00</b>	<b>2,769</b>	<b>42</b>	

# EMPLOYEE ASSISTANCE PROGRAM (EAP)

## Overview

The Employee Assistance Program (EAP) provides counselling and intervention services to Manitoba government employees and their immediate family members seeking help with personal or interpersonal problems in their home or work lives. Services are also provided to employees and immediate family members of 24 public service organizations under a fee for service contract.

## Objectives

The objectives of the EAP are to:

- foster and maintain the well-being of employees and their families by providing voluntary and confidential assistance to those who are experiencing problems that impact on their home or work life
- minimize the costs associated with employee absenteeism, illness and poor morale resulting from problems in their home or work life

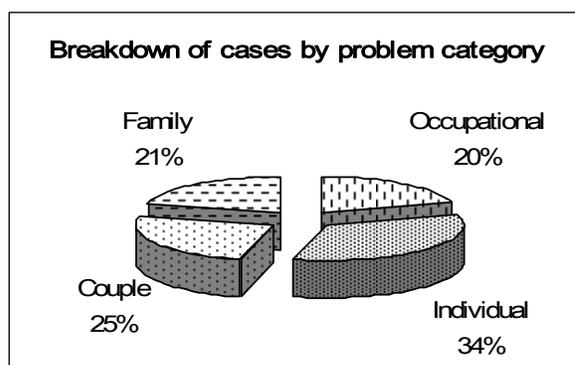
## Activities/Results

The services provided by the EAP can be broken down into four broad types:

1. Counselling employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital and family problems and problems at work.

In 2009-10 a total of 2,022 cases were dealt with by counsellors, with an increase of 275 new cases over the prior fiscal year. This is attributable to the amount of outreach undertaken during the year which encouraged employees to take advantage of the available counselling services.

The chart to the right demonstrates the breakdown of cases by problem category.



2. Specialized clinical services:

Service	2009-10	
	Number of cases	Number of employees involved
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	28	87
Trauma management (consultations, critical incident debriefing, individual counselling)	16	148
Sexual harassment (consultations, counselling, post-investigation debriefings)	1	1

3. Outreach to employees to make them aware of the services available through the EAP and encourage them to seek EAP services if needed. In 2009-10 additional emphasis was placed on employee outreach with:
  - 31 EAP information sessions with 588 employees attending (a 35% increase from the previous fiscal year)
  - 12 specialized topic sessions (ex: sexual harassment, bullying, change transition) with 154 employees attending (over double the number from the previous fiscal year)
4. Requests from managers for advice which in 2009-10 resulted in 180 consultations.

Also in 2009-10 EAP published six brochures for distribution to employees on the topics of: anxiety, communication, conflict, gossip, loss and grief, and parenting.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 72% of services are provided within the Manitoba civil service with the remaining 28% provided under fee for service contracts to public service organizations.

In total 3,150 individual employees or their immediate family members received the services of the EAP in 2009-10.

#### 1(c) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2009-10 \$(000s)	FTEs	Estimate 2009-10 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	702	9.50	796	(94)	1
Other Expenditures	182		188	(6)	
Less: Recoverable from other Appropriations	(142)		(133)	(9)	2
<b>Total Sub-appropriation</b>	<b>742</b>	<b>9.50</b>	<b>851</b>	<b>(109)</b>	

Note: Includes funding for the Respectful Workplace Office.

#### Explanations:

1. Under expenditure due to position vacancies.
2. Increased recoveries due to an increase in number of employees within client contracts.

# RESPECTFUL WORKPLACE OFFICE

## Overview

The Respectful Workplace Office (RWO) helps civil servants in all areas of the Government of Manitoba understand their responsibility in creating a positive working environment and coaches individuals and groups in addressing issues/behaviours that fall under the Respectful Workplace policy.

## Objectives

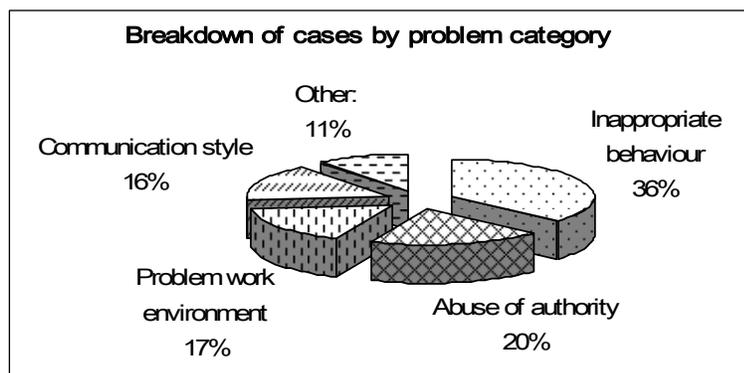
The objectives of the RWO are to:

- resolve respectful workplace issues as soon as possible in a fair and respectful manner
- promote diverse respectful workplaces in the government

## Activities/Results

The services provided by the RWO can be broken down into six broad types:

1. Individual/group consultation (understanding respect, trust, values; clarifying specific behaviours/ expectations; role clarification; one-on-one interviews)
2. Education (early resolution process)
3. Respectful Workplace policy interpretation (developing action plans to align with the policy)
4. Developing group specific information/training tools (participatory resolution to existing conflicts)
5. Referral to other therapeutic or restorative programs
6. Problem work environment assessments (responsibility clarified, ownership)
7. Supervisor/employee coaching

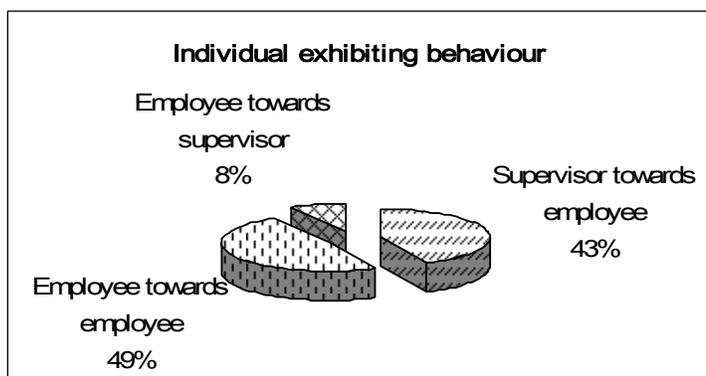


In 2009-10 the RWO dealt with a total of 72 cases involving 588 employees at 49 worksites. The number of cases are roughly equal between one-to-one and groups.

The chart to the left provides a breakdown by problem category.

The chart to the right shows the split between cases resulting from supervisor versus employee behaviours.

Also in 2009-10 the RWO published a brochure on the Early Resolution Process for distribution to employees.



## INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Internship, Equity and Employee Development programs enable government to recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workforce.

Corporate Human Resource Services is responsible to oversee the development, management and administration of these programs.

### Objectives

To provide the necessary resources to the commission for corporate programs that:

- recruit, develop and sustain future managers for the civil service
- specifically recruit employment equity group members and provide specialized support as needed during their introduction to the civil service

### Activities/Results

A description of the programs funded under this sub-appropriation is included in Appendix C on pages 46-47.

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

Expenditures by Sub-appropriation	Actual 2009-10 \$(000s)	FTEs	Estimate 2009-10 <sup>(a)</sup> \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Internship, Equity and Employee Development	2,351	54.50	2,373	(22)	
<b>Total Sub-appropriation</b>	<b>2,351</b>	<b>54.50</b>	<b>2,373</b>	<b>(22)</b>	

Notes:

- (a) Estimate includes a transfer of \$115 from the Enabling Vote 26-1 Immigration Projects for Manitoba Opportunities Fund projects.

## COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

### 17-2 COSTS RELATED TO CAPITAL ASSETS

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2008-09 \$(000s)</b>	<b>Estimate 2009-10 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Costs related to Capital Assets	52	52	-	
<b>Total Sub-appropriation</b>	<b>52</b>	<b>52</b>		

## Sustainable Development

The commission is a small organization whose operations are primarily housed within two office building locations in Winnipeg. The commission continues to place emphasis on environmentally sound practices by providing accessible recycling bins, continuing the use of re-cycled paper in photocopiers and all computer printers, two-sided printing of documents, maximizing toner life and the use of re-cycled toner cartridges for all computer printers.

In 2009-10 a project was undertaken to provide employees information in an electronic format (SharePoint) to reduce the amount of paper copies printed by employees.

# FINANCIAL INFORMATION SECTION

## Part A – Operating Expenditure

### Civil Service Commission

#### RECONCILIATION STATEMENT

\$(000s)

<b>DETAILS</b>	<b>2009-10 ESTIMATES</b>
<b>2009-10 MAIN ESTIMATES</b>  <b>MAIN ESTIMATES AUTHORITY TRANSFERRED FROM:</b> <ul style="list-style-type: none"><li>- Enabling Appropriations<ul style="list-style-type: none"><li>• Enabling Vote – Immigration Projects</li></ul></li></ul>	<b>6,434</b>         <b>115</b>
<b>2009-10 ESTIMATES</b>	<b>6,549</b>

**Expenditure Summary**  
**Civil Service Commission**  
for the fiscal year ending March 31, 2010  
with comparative figures for the previous fiscal year  
\$(000s)

Estimate 2009-10	Appropriation	Actual 2009-10	Actual 2008-09	Increase/ (Decrease)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Support				
421	Salaries and Employee Benefits <sup>a</sup>	412	411	1	
83	Other Expenditures	82	90	(8)	
	(b) Corporate Human Resource Services				
1,792	Salaries and Employee Benefits <sup>a</sup>	1,863	1,904	(41)	
977	Other Expenditures	948	1,069	(121)	
	(c) Employee Assistance Program				
796	Salaries and Employee Benefits <sup>a</sup>	702	636	66	
188	Other Expenditures	182	231	(49)	1
(133)	Less: Recoverable from other appropriations	(142)	(129)	(13)	2
2,258	(d) Internship, Equity and Employee Development	2,351	1,950	401	3
6,382	<b>TOTAL 17-1</b>	6,398	6,162	236	
52	<b>17-2 Costs Related to Capital Assets</b>	52	51	1	
6,434	<b>TOTAL 17</b>	6,450	6,213	237	

Note:

(a) Salaries and Employee Benefits actual costs for 2008-09 include an allocation for pension costs which weren't included in the 2008-09 Annual Report.

**Explanations:**

1. One-time expenditure in 2008-09 to prepare business requirements for the Employee Assistance Program information reporting system.
2. Increase in recoveries due to an increase in number of employees within client contracts.
3. Increase as a result of the introduction of the Public Administration Internship Program for Persons with a Disability as well as the commencement of projects under the Manitoba Opportunites Fund in the fall of 2008.

**Revenue Summary**  
**Civil Service Commission**

for the fiscal year ending March 31, 2010 with comparative figures for the previous fiscal year  
 \$(000s)

Actual 2008-09	Actual 2009-10	Increase/ (Decrease)	Source	Actual 2009-10	Estimate 2009-10	Variance	Expl. No.
CURRENT OPERATING PROGRAMS							
OTHER REVENUE							
116	127	11	(a) Sundry *	127	116	10	1

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

**Explanation:**

1. Increase due to an increase in number of employees within client contracts.

**Five Year Expenditure and Staffing Summary by Main Appropriation**  
**Civil Service Commission**  
for the years ending March 31, 2006 - March 31, 2010

Main Appropriation		Actual/Adjusted Expenditures*									
		2005-06		2006-07		2007-08		2008-09		2009-10	
		FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)
17-1	Civil Service Commission	83.00	4,514	81.00 <sup>a</sup>	4,715	83.00	5,601	89.00	6,162 <sup>b</sup>	89.00	6,398
17-2	Costs Related to Capital Assets	-	60	-	59	-	59	-	51	-	52
<b>Total</b>		<b>83.00</b>	<b>4,447</b>	<b>81.00</b>	<b>4,574</b>	<b>83.00</b>	<b>4,774</b>	<b>89.00</b>	<b>6,213</b>	<b>89.00</b>	<b>6,450</b>

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

Note:

(a) Transfer of 3.00 FTEs for Service Manitoba to Manitoba Science, Technology, Energy and Mines with the move of Service Manitoba; and transfer of 1.00 FTE from Manitoba Infrastructure and Transportation

(b) Actual costs for 2008-09 include an allocation for pension costs which was made subsequent to finalization of the 2008-09 Annual Report.

## CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2009-10 reporting year. This is the fifth year in which all Government of Manitoba departments have included a Performance Measures section, in a standardized format, in their annual reports.

Performance indicators in departmental annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit [www.manitoba.ca/performance](http://www.manitoba.ca/performance).

Your comments on performance measures are valuable to us. You can send comments or questions to [mbperformance@gov.mb.ca](mailto:mbperformance@gov.mb.ca).

### Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2009-10 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in the leadership capacity within the civil service, by measuring participation in a number of major development initiatives.	<p>Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in the renewal of the civil service.</p> <p>Level of participation in the three major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.</p>	<p>Total number of participants as of March 31, 2006:</p> <p>Leadership Development Initiative (LDI) – 188</p> <p>Women’s Leadership Program – 30</p> <p>Certificate in Public Sector Management Program (CPSM) – 0</p> <p>Essentials of Supervision Certificate Program (EOS) – 0</p> <p>Office Professionals Certificate Program (OPCP) – 166 completed program</p>	<p>Total number of participants as of March 31, 2010:</p> <p>LDI – 422</p> <p>Women’s Leadership Program – 102</p> <p>CPSM – 26 completed program</p> <p>EOS – 12 completed program</p> <p>OPCP – 243 completed program</p>	Continuing increases for all indicators.	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2009-10 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
<p>Our progress towards achieving the equity and diversity goals of government, by measuring the number of employment equity group members (women, Aboriginal persons, persons with a disability and visible minorities) as a percentage of total employees.</p>	<p>The commission is accountable for the implementation of the government's equity policy and diversity strategy. The policy is accompanied by employment equity goals for four equity groups.</p> <p>The goals reflect the population and workforce of Manitoba based on 2001 census data and community consultations.</p>	<p>Equity groups as a % of the civil service as of March 31, 2006:</p> <p>Women: 53%</p> <p>Aboriginal persons: 11%</p> <p>Persons with a disability: 2.8%</p> <p>Visible minorities: 4.2%</p>	<p>Equity groups as a % of the civil service as of March 31, 2010:</p> <p>Women: 53.8%</p> <p>Aboriginal persons: 12.8%</p> <p>Persons with a disability: 3.3%</p> <p>Visible minorities: 6.2%</p>	<p>Trend data from 2003 to 2010 indicates that overall the representation of women, Aboriginal persons and visible minorities in the civil service is improving but progress towards meeting government goals for persons with a disability has proved to be a challenge.</p>	<p>The workforce includes both active and inactive, regular, term, technical and departmental employees as of dates quoted. The statistics for employment equity group membership are based on employee self-declaration.</p> <p>Goals:</p> <p>Women: 50%</p> <p>Aboriginal persons: 14%</p> <p>Persons with a disability (7% with an announced commitment of 5% by 2012)</p> <p>Visible Minorities: 8%</p>

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2009-10 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Employee engagement which is the subject of a employee survey conducted every 3 years.	Ongoing civil service renewal is required if we are to attract and maintain the talent government needs to meet the public service expectations of Manitobans. One of the ways to keep employees is to engage them in their work and work environment.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60%.	From the 2010 survey Employee Survey on employee engagement: 60%	No change from 2007 to 2010.	
Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the employee survey.	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee survey: 65.0% of employees	From the 2007 employee survey (most recent data): 63.2% of employees	Although this measure went down marginally, there was an increase in the number of employees who indicated that their department has developed strategies for building a diverse workplace and the number of employees who indicated that their department encourages learning about different cultural diversity issues.	The 2010 Employee Survey was restricted to the common questions used for the Employee Engagement Interjurisdictional Initiative.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2009-10 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
<p>Provision of consulting and training services that meets the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).</p>	<p>Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service.</p> <p>Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.</p>	<p>Data as of March 31, 2006:</p> <p>For 2005-06: 6,470 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p>	<p>Data as of March 31, 2010:</p> <p>For 2009-10: 6,840 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p>	<p>Compared to the 2005-06 fiscal year, there has been a significant increase (almost 30%) in the number of participants in open workshops (not customized for specific requests).</p> <p>Requests by departments/public sector for customized events varies from year to year.</p>	<p>For further information on this priority area and on activities see the Organization and Staff Development annual report.</p>

## APPENDICES

### Appendix A Definitions

Term	Definition
Casual employee	An employee that: normally works less than the full normal daily, weekly or monthly hours of work and whose work is irregular or non-recurring, or does not follow an ongoing, predetermined schedule of work on a regular and recurring basis; or, is hired for a short period of time to perform work in order to prevent stoppage of public business or loss or serious inconvenience to the public.
Contract employee	An employee hired on a contractual basis when: a special knowledge or expertise is required but not available within the civil service; objectivity is of particular importance; or, the work is of a temporary non-recurring and specialized nature.
Departmental employee	An employee of Manitoba Infrastructure and Transportation, Manitoba Conservation or Manitoba Water Stewardship whose appointment is designated as departmental due to the nature of the work.
External	Individuals currently not employed in the civil service.
Inactive	Employees that did not receive a pay cheque on the last pay day of the fiscal year for this annual report. Included in this category are seasonal employees subject to recall and various leaves including: long term leave, special leave, educational leave, maternity leave, adoptive leave, parental leave, apprenticeship leave, compassionate care leave, electoral leave, long term disability and suspension.
Internal	Individuals currently employed in the civil service.
Regular employee	An employee who carries out and occupies a continuing function in a Manitoba government program and who has all the rights and privileges of regular status.
Senior managers	Deputy ministers, assistant deputy ministers and equivalents.
Term employee	An employee appointed for a specific term of employment where the term is based on either: a specific period of time; the completion of a specific job; or, the occurrence of a specified event.
Technical employee	Deputy ministers, the Clerk of the Executive Council, the Clerk of the Legislative Assembly and other technical officers appointed by the Lieutenant Governor in Council under section 32 of <i>The Civil Service Act</i> .

**Appendix B**  
**Total Number of Civil Service Employees – 3 Year Comparative Total**  
**at Fiscal Year End (March 31)**

**By Employee Type**

	<b>March 2008</b>	<b>March 2009</b>	<b>March 2010</b>
Regular, Term, Technical and Departmental	13,658	14,204	14,459
Casual	384	391	403
Contract	23	30	28
<b>Total</b>	<b>14,065</b>	<b>14,625</b>	<b>14,890</b>

**Note:** The above figures do not include inactive employees

**Appendix B**  
**Total Number of Civil Service Employees – 3 Year Comparative Total**  
**at Fiscal Year End (March 31)**

**By Department**

	<b>March 2008</b>	<b>March 2009</b>	<b>March 2010</b>
Offices of the Legislative Assembly:			
• Elections Manitoba	19	19	26
• Office of the Auditor General	42	49	51
• Office of the Children's Advocate	14	23	29
• Office of the Ombudsman	28	31	30
Executive Council	29	32	31
Aboriginal and Northern Affairs	88	88	93
Advanced Education and Literacy	122	114	122
Agriculture, Food and Rural Initiatives	448	457	443
Civil Service Commission	80	97	100
Conservation	858	888	856
Culture, Heritage and Tourism	248	246	229
Education	436	438	443
Entrepreneurship, Training and Trade	414	406	419
Family Services and Consumer Affairs	2,561	2,614	2,568
Finance	421	448	437
Health	1,194	1,283	1,294
Healthy Living, Youth and Seniors	97	99	100
Housing and Community Development	93	115	144
Infrastructure and Transportation	2,625	2,719	2,789
Innovation, Energy and Mines	382	383	380
Justice	3,089	3,260	3,468
Labour and Immigration	348	364	386
Local Government	237	236	233
Sport	2	3	3
Water Stewardship	179	195	199
Other Non-core Enterprises*	11	18	17
<b>Total</b>	<b>14,065</b>	<b>14,625</b>	<b>14,890</b>

\* Includes Public Schools Finance Board and All Charities.

**Notes:**

1. The above figures do not include inactive employees.
2. Figures have been reorganized to reflect departmental reorganization in November 2009.

## **Appendix C Renewal and Diversity Recruitment, Development and Retention Programs**

### ***Internship/placement positions funded from sub-appropriation 17-1(d) Internship, Equity and Employee Development:***

#### **Career Assistance Program for Persons with a Disability**

This program offers work experience, development and accommodation for persons with a disability currently not employed in the civil service. A program coordinator manages the program to place individuals in positions. This coordinator undertakes community outreach, identifies potential candidates, works with departments to identify placement opportunities, and arranges for placements. Placements are 6-12 months. Departments are expected to make efforts to continue the employment relationship with a regular or term appointment at the end of the placement period.

Since the program began in 2001, 56 individuals have participated in the program either through placements or direct referrals with 44 obtaining positions in the civil service.

#### **Public Administration Internship Program for Persons with a Disability**

(new program developed in 2008-09 for implementation in 2009-10)

This program is designed to proactively recruit persons with a disability into the civil service and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through a two-year internship.

Six individuals entered the program in 2009. One obtained a position in the civil service prior to program completion and five remain in the program.

#### **Career Assistance Program for Visible Minorities and Immigrants – Career Gateway Program**

This program increases access to employment opportunities and provides training and development to visible minorities so that they may successfully compete for a career within the civil service. A program coordinator undertakes community outreach, identifies potential candidates, works with departments to identify placement opportunities, and arranges for placements. Placements are 6-24 months.

Referrals can also be made directly to vacant positions in departments for which the individuals either compete, or if there are no other qualified applicants, they may be directly appointed.

Since the program began in 2001, 144 individuals have participated in the program (either through placements or direct referrals) with 124 obtaining positions within the civil service .

#### **Career Assistance Program for Visible Minorities and Immigrants – Career Gateway Extension Project**

This project supplements the Career Gateway Program by increasing the number of placements that can be made at any one time.

Since the program began in the fall of 2008, eight placements have been made under the program (including one program support employee.) Three have obtained positions within the civil service and five remain in the program.

Funded by the Manitoba Opportunities Fund.

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

This program provides developmental placements (training and relevant work experience) to visible minority immigrant engineering professionals so that they can satisfy certification requirements within Manitoba, and potentially fill engineering technician, technology and professional engineering positions in the civil service. A program coordinator identifies potential candidates, works with departments to identify placement opportunities, and arranges for placements. Developmental placements are 6-12 months.

Since the program began in the fall of 2008, six placements have been made under the program. Three have obtained positions within the civil service and three remain in the program.

Funded by the Manitoba Opportunities Fund.

### **Career Assistance Program for Visible Minorities and Immigrants – Volunteers in Public Service Program**

This program provides volunteer work-experience placements in the civil service to members of visible minorities and immigrants, giving them an opportunity to: sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full time for six weeks or 15 hours per week over a three month period.

Since the program began in 2003, 58 individuals have participated in the program with 24 obtaining positions within the civil service following their volunteer experience.

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

This program is designed to proactively recruit Aboriginal persons into the civil service and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through a two-year internship. There is a bi-annual intake of up to six interns recruited through open competition.

Since the program began in 1999, 29 individuals have participated in the program with 27 obtaining positions in the civil service.

### **Management Internship Program (MIP)**

This program is designed to proactively recruit individuals who have recently graduated with a public sector focus from an accredited educational institution and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through a two-year internship. Normally there is an annual intake of six interns recruited through open competition.

Since the program began in 1999, 69 individuals have participated in the program with 50 obtaining positions in the civil service.

### ***Internship/placement positions funded by departments:***

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

This program provides training and development opportunities to existing Aboriginal employees to help them compete effectively for professional or management positions in the civil service. The program includes centrally managed work assignments, orientation, structured training, networking and mentoring over a two-year period. There is a bi-annual intake. Participants are selected by their departments. The number of individuals participating varies depending on the number identified by departments.

Since the program began in 1996, 43 employees have participated in this program with 24 receiving promotions, either through a direct appointment or a competitive process.

#### **Financial Management Development Program (FMDP)**

This program is designed to proactively recruit individuals who have recently graduated from an accredited educational institution and are eligible to enrol in the Certified General Accountant (CGA) or Certified Management Accountant (CMA) program of professional studies. The program began as a recruitment initiative to address the vacancy rates for key financial management and audit positions in government. The program provides an extensive orientation to government, classroom training and rotational work assignments through a three-year internship. Intake is based on needs identified by departments and recruited through open competition.

Since the program began in 2000, 19 individuals have participated in the program with 16 obtaining positions in the civil service.

### **Leadership Development Programs delivered by Organization and Staff Development**

#### **Leadership Development Initiative (LDI)**

This is an integrated program to develop and retain high potential leaders at the senior level for succession purposes in the civil service. The program begins with a one week in-residence program facilitated by the Queen's School of Business, followed by learning and networking events, taking part in various briefings, and career advice from a panel of deputy ministers. Those participating are asked to fulfill a one-year service-in-return opportunity, to share their learning with their department, provide career guidance or mentoring, and to participate in mutually beneficial renewal-related activities as identified by the commission. There are 2-3 intakes per year with a maximum of 38 participants per intake. Participants are selected by departments.

Four hundred and twenty-two civil servants have participated in this program since it began in 2003.

#### **Women's Leadership Program**

This one-year program provides leadership and career development opportunities to women in the civil service. The program supports the government's diversity efforts to achieve greater representation of women at the senior/executive management level in government. The program includes networking and teambuilding events, in-class learning, formal mentoring and career advice from a panel of executive level managers and individual learning plans. This one-year program begins in April of each year with a maximum of 32 women participating. Participants are selected by departments.

One hundred and two women have completed the program since it began in 2006.

### **Certificate in Public Sector Management Program (CPSM)**

This one-year program provides mid-managers and those aspiring to be managers with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. There is an annual intake with a maximum of 30 participants per intake. Participants are selected by departments.

This program began in 2008-09 with 53 individuals completing it to date.

### **Essentials of Supervision Certificate Program (EOS)**

This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five 2-day modules of skill-based training offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

This program began in 2008-09 with 45 individuals completing it to date.

### **Office Professionals Certificate Program (OPCP)**

This program provides administrative and support staff with skills and competencies to increase their confidence and contribution to the workplace while acquiring post-secondary credits and transferable credits towards a university diploma. Participants attend 10 days of training through workshops offered by Organization and Staff Development, and have five years to complete the workshops. Participants apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

Since this program began 243 participants have completed the program.

## **Programs designed to engage and encourage employees**

### **New Professionals Network (NPN)**

This program brings new professionals together to connect, learn and grow as they progress with professional, personal and career development. It is open to all civil servants who self identify as a new professional. Events and activities include an annual conference, workshops, information sessions, networking events and regular communication through newsletter, website and publications.

This program started in 2005 and there are currently over 550 members from across all government departments and all regions of the province.

### **Touchstone**

Touchstone groups emphasize providing support through community among Aboriginal employees. The focus is on affirmation, encouragement and mentorship.

## Appendix D Competition Statistics

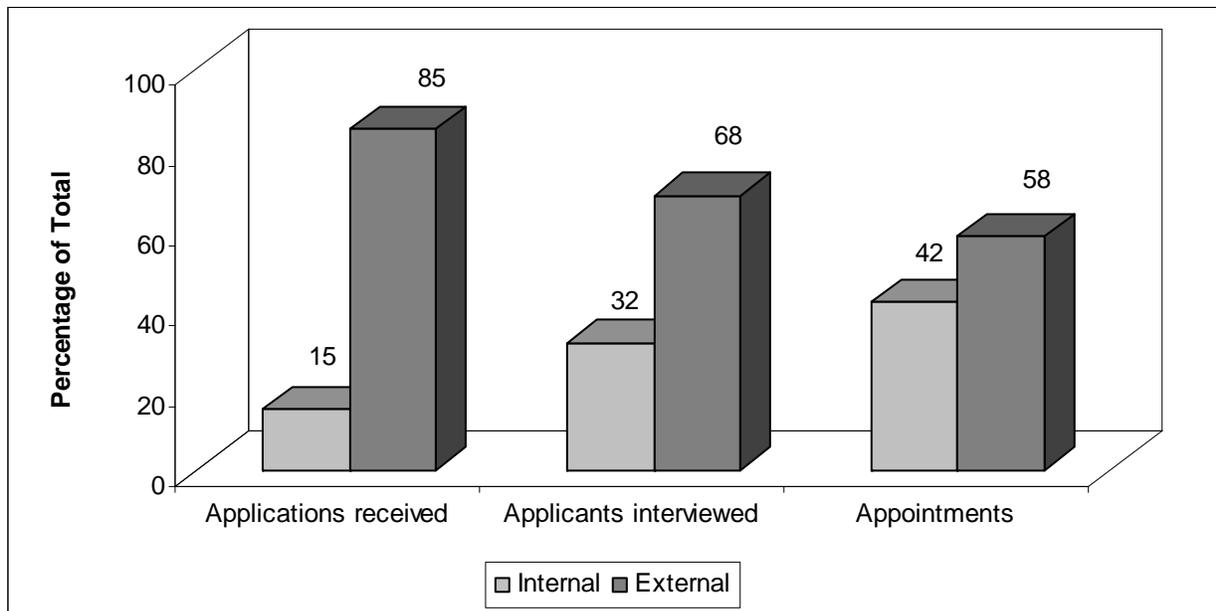
### Fiscal Year 2009-10

In 2009-10 there were a total of 1,398 competitions for positions within the civil service with a total of 38,331 applications for these positions, or an average of 27 applications per competition. This is up from 24 applications per competition in 2008-09.

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

Number of:	Internal	External	Total
Applications received	5,784	32,547	38,331
Applicants interviewed	2,219	4,774	6,993
Appointments	743	1,030	1,773

Shown graphically as a percentage of the total this is:



## Appendix D

### Total Competitions – 3 Year Comparative Total

Department	Fiscal Years Ending March 31		
	2007-08	2008-09	2009-10
Offices of the Legislative Assembly	11	18	21
Aboriginal and Northern Affairs	19	15	17
Advanced Education and Literacy	11	15	14
Agriculture, Food and Rural Initiatives	43	45	41
Civil Service Commission	18	10	11
Conservation	199	211	247
Culture, Heritage and Tourism	17	15	18
Education	39	51	55
Entrepreneurship, Training and Trade	31	50	75
Family Services and Consumer Affairs	177	249	204
Finance	67	73	47
Health	103	153	122
Healthy Living, Youth and Seniors	1	7	11
Housing and Community Development	0	0	2
Infrastructure and Transportation	204	264	231
Innovation, Energy and Mines	33	28	17
Justice	148	219	177
Labour and Immigration	29	26	35
Local Government	26	17	18
Water Stewardship	22	31	29
Other Non-core Enterprises*	6	3	6
<b>Total</b>	<b>1,204</b>	<b>1,500</b>	<b>1,398</b>

\* Includes Public Schools Finance Board and All Charities.

**Note:** Figures have not been reorganized to reflect departmental reorganization in November 2009.