

**Manitoba Civil Service Commission**

**Commission de la fonction publique du  
Manitoba**

**Annual Report  
2011-2012**

**Rapport annuel  
2011-2012**



Civil Service Commission

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Commission de la fonction publique

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**MINISTER RESPONSIBLE  
FOR THE CIVIL SERVICE ACT**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

May It Please Your Honour:

I present herewith the 94<sup>th</sup> annual report of the Manitoba Civil Service Commission for the period April 1, 2011 to March 31, 2012.

Respectfully submitted,

Original signed by

Honourable Stan Struthers  
Minister responsible for the Civil Service





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**MINISTER RESPONSIBLE  
FOR THE CIVIL SERVICE ACT**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

Son Honneur Philip S. 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-quatorzième rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1<sup>er</sup> avril 2011 au 31 mars 2012.

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

Le ministre responsable de la fonction publique,

Original signé par

Stan Struthers





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

Dear Mr. Struthers:

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 94<sup>th</sup> annual report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2011 to March 31, 2012 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

Original signed by

Shirley Delaquis  
Chairperson, Civil Service Commission Board

Monsieur Stan Struthers  
Ministre responsable de la fonction publique  
Palais législatif, bureau 103  
Winnipeg (Manitoba) R3C 0V8

Monsieur Struthers,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-quatorzième 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 2011 au 31 mars 2012 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 signé par

Shirley Delaquis  
Présidente  
Conseil de la Commission de la fonction publique



**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, 2011 to March 31, 2012. This has been a productive and innovative year for the Civil Service Commission.

Significant milestones in relation to external acknowledgement include the Manitoba government receiving two prestigious awards. The Manitoba government was named one of Manitoba's Top Employers for 2012. This distinction recognizes Manitoba employers that lead their industries in offering exceptional places to work. The Manitoba government was also recognized as one of Canada's Best Diversity Employers for 2012. This distinction recognizes employers across Canada that have designed and successfully implemented exceptional workplace diversity and inclusiveness programs. Only 45 organizations across Canada were selected to receive this honour from more than 2,750 applicants.

The Civil Service Commission continued its work related to the Manitoba government's Diversity Strategy. The following initiatives relate specifically to the recruitment and retention of persons with a disability:

- The Internship Program for Persons with a Disability was introduced. The recruitment of interns for this program is now based on individual department succession plans where it has been determined that a regular vacancy will occur within two years. Eight (8) interns were recruited into the first offering of the program.
- The Professional Development Program for Persons with a Disability was launched. This two year program trains and develops existing Manitoba government employees with a disability to compete effectively for professional positions upon completion of the program. Participants receive training, mentorship and work experience designed to enhance and develop their skills. Fifteen (15) participants were recruited into the first offering of the program.

The Civil Service Commission participated in "Project SEARCH", a work experience program for students with an intellectual disability in their final year of high school. Project SEARCH is a partnership between the Manitoba government, SCE Lifeworks, Manitoba Hydro and participating school divisions. Students spent the school year receiving both classroom instruction in employability/independent living skills and work experience at individual work sites. Eight (8) students participated in work experience placements within government departments.

During the course of 2011-12, the Manitoba government Corporate Human Resource Plan 2012-2014 was developed and published. The plan highlights the positive aspects of working for government and identifies three key human resource management priorities: attractive and meaningful opportunities, employee development and innovation. The plan builds on the success of the Renewal Strategy and is available on the Civil Service Commission's internet site. The plan will be a living document and serve as a foundation for consistent operational human resource planning.

The Civil Service Commission officially launched a newly enhanced intranet site for Manitoba government employees. The enhanced site provides a single gateway for all information related to government human resources, ensuring consistency and ease of access by employees. The new site features human resource related forms and templates, links to important and frequently accessed topics, easy access to pay and benefits information, key information for new employees, comprehensive training and development tools and resources for supervisors and managers relating to human resource issues.

Over the course of the year, the Civil Service Commission worked with Business Transformation and Technology (BTT) of Manitoba Innovation, Energy and Mines (IEM) on Employee Self Service (ESS). ESS is an online tool that provides employees with direct access to view and update select personal information that is stored in SAP. SAP is the Enterprise Resource System that retains and processes all payroll and human resource related information for Manitoba government employees. ESS provides employees with access to their own information without having to contact a Timekeeper or a Pay & Benefits Administrator. Employees can view attendance and absence information, pay statements, benefit enrolments, banking information, beneficiary information, vacation balances and T4 statements. Employees can update address information, emergency contact information and their employment equity declaration.

The Civil Service Commission is continuing to work toward ongoing client service improvements. Reorganization of human resource services in 2010 from individual sectors into the Civil Service Commission has enabled the leveraging of existing resources to improve and provide more consistent levels of service. Reorganization has also enabled the consolidation and standardization of human resource tools and templates to support a single policy, single practice approach to service delivery. In 2011, 48 individual forms, guides or procedures were enhanced to support more consistency and transparency in the execution of human resource activities. A Pay and Benefits Reference Guide was also developed to provide a single point of reference for practices and procedures related to the administration of pay and benefit services.

In conclusion, 2011-12 has been a time of dynamic service delivery with a focus on client service improvements. The three human resource management priorities identified in the Corporate Human Resource Plan will guide the Civil Service Commission as we continue to provide quality service to government departments and the citizens of Manitoba.

Respectfully submitted,

Original signed by

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 2011 au 31 mars 2012.

Les deux prix prestigieux décernés au gouvernement du Manitoba au cours de la dernière année constituent des jalons importants au chapitre de la reconnaissance externe. Le gouvernement du Manitoba a été mentionné comme l'un des meilleurs employeurs du Manitoba en 2012. Cette distinction reconnaît les employeurs du Manitoba qui sont des chefs de file dans leur secteur en offrant un milieu de travail exceptionnel. Le gouvernement du Manitoba a également été nommé parmi les Meilleurs employeurs pour la diversité au Canada en 2012. Cette distinction reconnaît les employeurs de partout au Canada qui se sont illustrés par le caractère exceptionnel de leurs programmes touchant la diversité et l'intégration en milieu de travail. Seulement 45 organismes ont obtenu cet honneur parmi 2 750 demandeurs.

La Commission de la fonction publique a poursuivi ses travaux liés à la Stratégie relative à la diversité du gouvernement du Manitoba. Les initiatives ci-dessous se rapportent expressément au recrutement et au maintien en poste des personnes handicapées :

- On a présenté le Programme de stages pour les personnes handicapées. Le recrutement de stagiaires pour ce programme repose dorénavant sur les plans de relève de chaque ministère qui prévoient qu'un emploi régulier sera vacant dans une période de deux ans. Huit (8) stagiaires ont été recrutés au cours de la première année d'existence du programme.
- On a lancé le Programme de perfectionnement professionnel pour les personnes handicapées. Ce programme d'une durée de deux ans assure la formation et le perfectionnement professionnel des employés du gouvernement du Manitoba qui sont handicapés pour qu'ils puissent postuler des postes professionnels avec efficacité après l'avoir suivi. Les participants reçoivent une formation, un mentorat et une expérience de travail visant à améliorer et à parfaire leurs compétences. Quinze (15) participants ont été recrutés au cours de la première année d'existence du programme.

La Commission de la fonction publique a participé au « Project SEARCH », un programme qui offre une expérience de travail aux élèves ayant une déficience intellectuelle qui en sont à leur dernière année d'études secondaires. Le « Project SEARCH » est le fruit d'un partenariat entre le gouvernement du Manitoba, SCE Lifeworks, Manitoba Hydro et les divisions scolaires participantes. Pendant l'année scolaire, les élèves suivent des cours en classe portant sur l'employabilité et les aptitudes à la vie autonome et acquièrent une expérience de travail dans des lieux de travail donnés. Huit (8) élèves ont suivi un stage en milieu de travail dans des ministères du gouvernement.

En 2011-2012, on a élaboré puis publié le Plan général de gestion des ressources humaines 2012-2014 du gouvernement du Manitoba. Le plan souligne les aspects positifs du travail au sein du gouvernement et énonce trois grandes priorités en matière de gestion des ressources humaines : des possibilités d'emploi attrayantes et significatives, le perfectionnement professionnel des employés et l'innovation. Le plan prend appui sur le succès de la Stratégie de renouvellement et se trouve sur le site Internet de la Commission de la fonction publique.

La Commission de la fonction publique a lancé officiellement un nouveau site Intranet amélioré à

l'intention des employés du gouvernement du Manitoba. Ce site constitue un point d'accès unique à tous les renseignements liés aux ressources humaines du gouvernement, ce qui permet d'assurer une uniformité et une facilité d'accès aux employés. Le site propose des formulaires et des modèles se rapportant aux ressources humaines, des liens vers des sujets importants souvent consultés, un accès facile aux renseignements sur la paye et les avantages sociaux, des renseignements primordiaux pour les nouveaux employés, des outils de formation et de perfectionnement professionnels détaillés ainsi que des ressources à l'intention des superviseurs et des gestionnaires portant sur des questions liées aux ressources humaines.

Au cours de l'année, la Commission de la fonction publique a collaboré avec Technologie et transformation opérationnelle, une division d'Innovation, Énergie et Mines Manitoba, à l'amélioration du service d'autodéclaration des employés. Ce service est un outil en ligne qui permet aux employés d'accéder directement à leurs renseignements personnels se trouvant dans le logiciel SAP afin de les consulter et de les mettre à jour. Le logiciel SAP est le système de ressources d'entreprises qui conserve et traite tous les renseignements liés à la paye et aux ressources humaines des employés du gouvernement du Manitoba. Le service d'autodéclaration des employés donne accès aux renseignements les concernant sans qu'ils aient à communiquer avec un administrateur des horaires ou de la paye et des avantages sociaux. Les employés peuvent ainsi consulter les feuilles de présence et d'absence, les bordereaux de paye, les inscriptions aux avantages sociaux, les renseignements bancaires, les renseignements du bénéficiaire, les soldes inutilisés de vacances et les feuillets T4. Les employés peuvent mettre à jour leur adresse, le nom de la personne à contacter en cas d'urgence et leur déclaration en matière d'équité salariale.

La Commission de la fonction publique continue d'améliorer constamment les services à la clientèle. En 2010, la réorganisation des services de ressources humaines, dont la responsabilité est passée des secteurs individuels à la Commission de la fonction publique, a permis de tirer parti des ressources existantes pour améliorer les niveaux de service. La réorganisation a aussi permis de consolider et de normaliser les outils de ressources humaines et les modèles en appui à une seule politique, à une seule approche pratique en matière de prestation de service. En 2011, on a amélioré 48 formulaires individuels, guides et procédures afin de rendre l'exécution des activités liées aux ressources humaines plus cohérente et transparente. On a également préparé un guide de référence sur la paye et les avantages sociaux pour en faire un point de référence unique en ce qui concerne les pratiques et les procédures liées à l'administration des services de la paye et des avantages sociaux.

En conclusion, 2011-2012 a été marquée par la prestation dynamique de services axés sur une plus grande satisfaction de la clientèle. Les trois priorités en matière de gestion des ressources humaines énoncées dans le Plan général de gestion des ressources humaines orienteront la Commission de la fonction publique dans ses efforts visant à améliorer la qualité des services offerts aux ministères du gouvernement et aux citoyens du Manitoba.

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

La commissaire,

Original signé par

Debra Woodgate

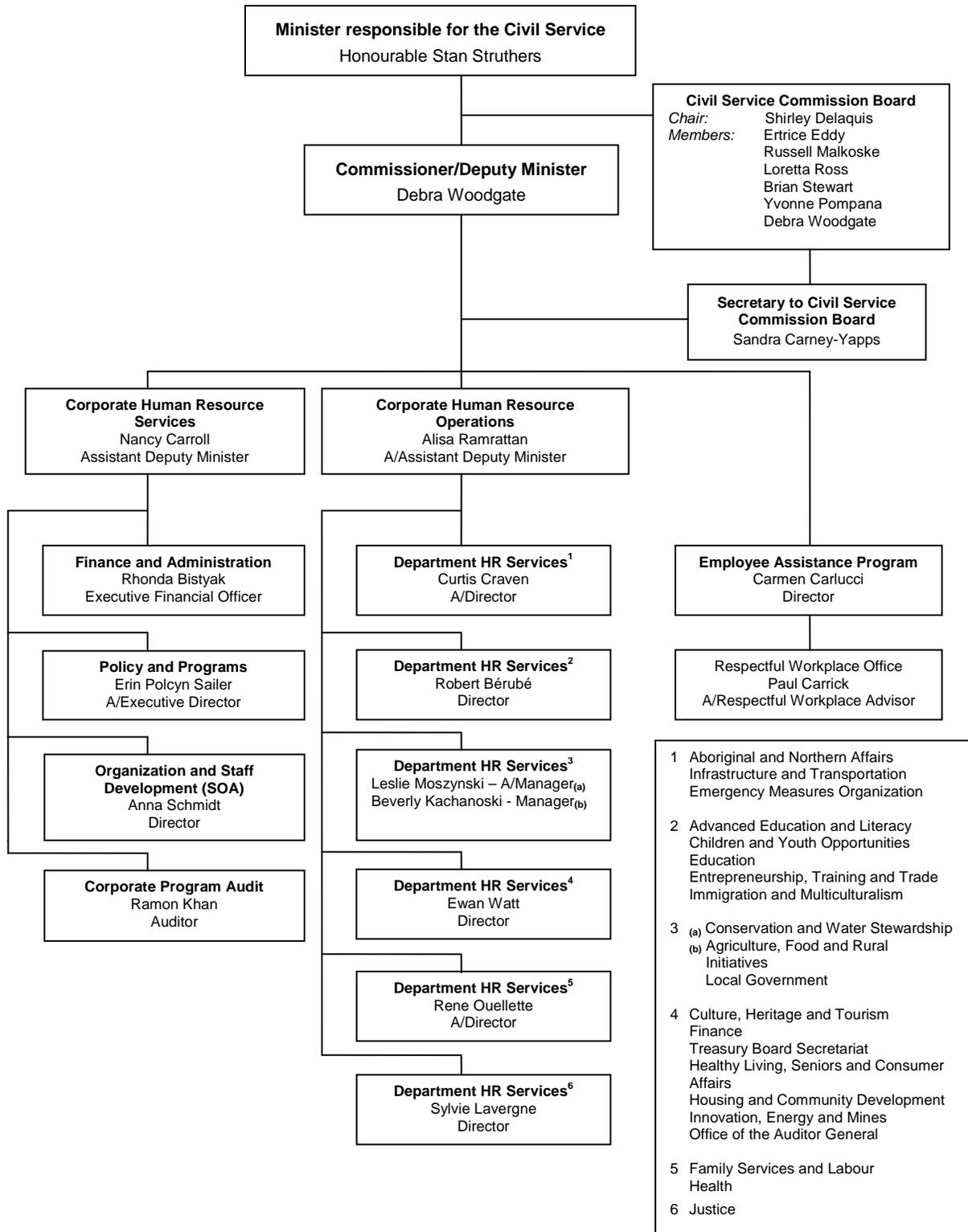
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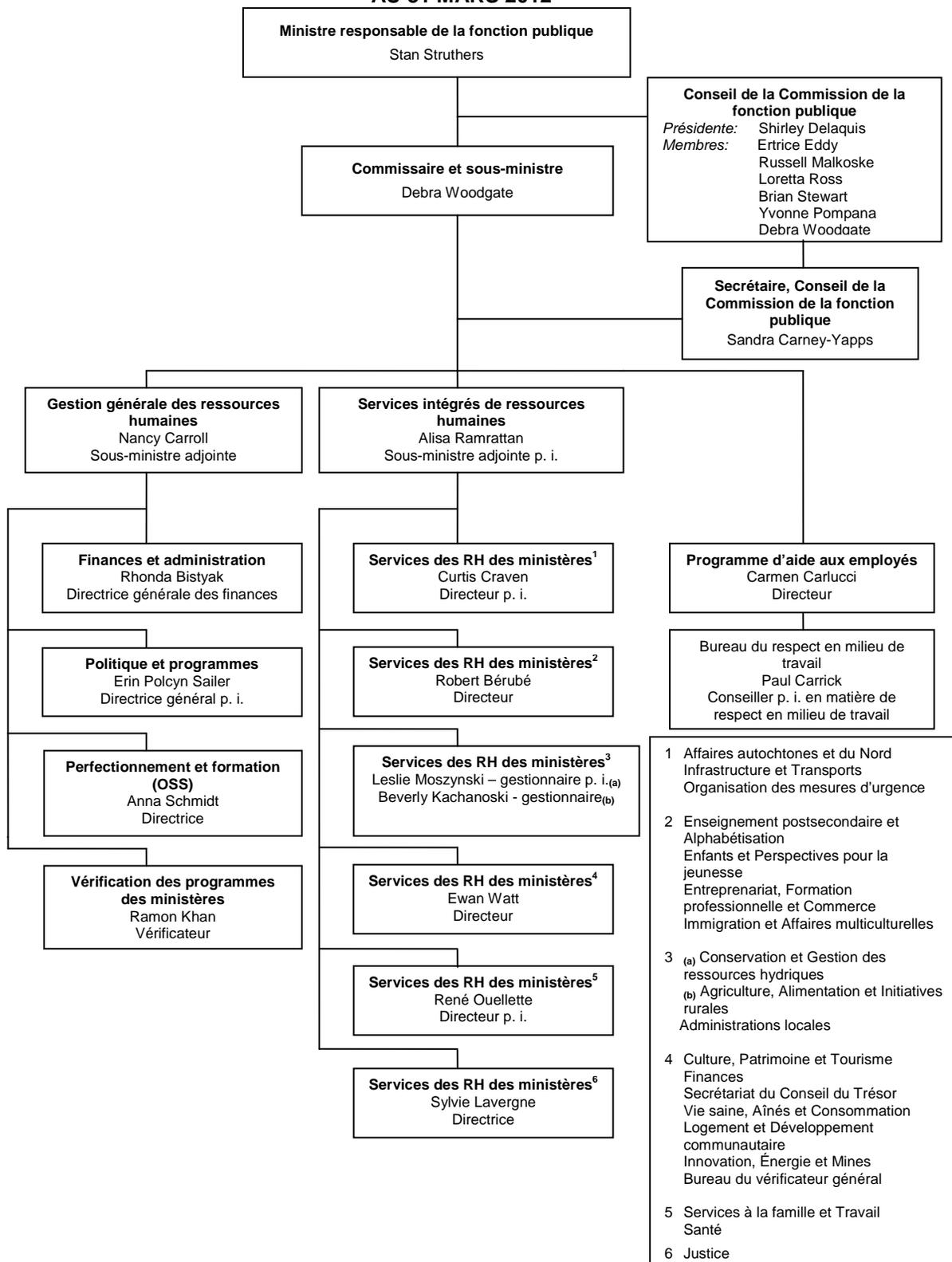
# CIVIL SERVICE COMMISSION ORGANIZATION CHART AS AT MARCH 31, 2012



- 1 Aboriginal and Northern Affairs  
Infrastructure and Transportation  
Emergency Measures Organization
- 2 Advanced Education and Literacy  
Children and Youth Opportunities  
Education  
Entrepreneurship, Training and Trade  
Immigration and Multiculturalism
- 3 <sup>(a)</sup> Conservation and Water Stewardship  
<sup>(b)</sup> Agriculture, Food and Rural  
Initiatives  
Local Government
- 4 Culture, Heritage and Tourism  
Finance  
Treasury Board Secretariat  
Healthy Living, Seniors and Consumer  
Affairs  
Housing and Community Development  
Innovation, Energy and Mines  
Office of the Auditor General
- 5 Family Services and Labour  
Health
- 6 Justice

# ORGANIGRAMME DE LA COMMISSION DE LA FONCTION PUBLIQUE

**AU 31 MARS 2012**



## 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* 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 Civil Service Act* (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* across the public service. The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*. A designated officer's 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 Public Interest Disclosure (Whistleblower Protection) 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. Statistics Canada 2011 census of the population reports the median age at 38.4 years.

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

Employers are turning to previously under-utilized 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 most recent data available from Statistics Canada<sup>1</sup> indicated that the unemployment rate for persons with a disability (15 to 64 years of age) was 10.4% versus 6.8% for the non-disabled population
- 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 2011, Manitoba welcomed more than 16,074 immigrants to our province

## Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type<sup>2</sup> as at March 31, 2012, with comparative information for the past two years.

Employee Type	2010	2011	2012
Regular, Term, Technical and Departmental	14,459	14,440	14,796
Casual	403	413	473
Contract	28	25	31
<b>Total</b>	<b>14,890</b>	<b>14,878</b>	<b>15,300</b>

This includes all active employees appointed under *The Civil Service Act*. These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under *The Civil Service Act*. It should be noted that the number of departmental employees increases during the summer months.

A breakdown of the total number of active employees by department is included in Appendix B on page 44.

## Age Demographics

Similar to what is happening to the demographics in the general population, the average age of all civil service employees has increased over the past number of years. As at March 31, 2012 the average age of all civil servants was 45.2 years, and that of senior managers was 52.2 years. Recent projections show that 23% of civil servants<sup>3</sup> will be eligible to retire within five years. This grows to 39.5% within 10 years. These numbers are even higher at the senior manager<sup>2</sup> level, where 47.2% will be eligible to retire within five years, and 66.7% within 10 years.

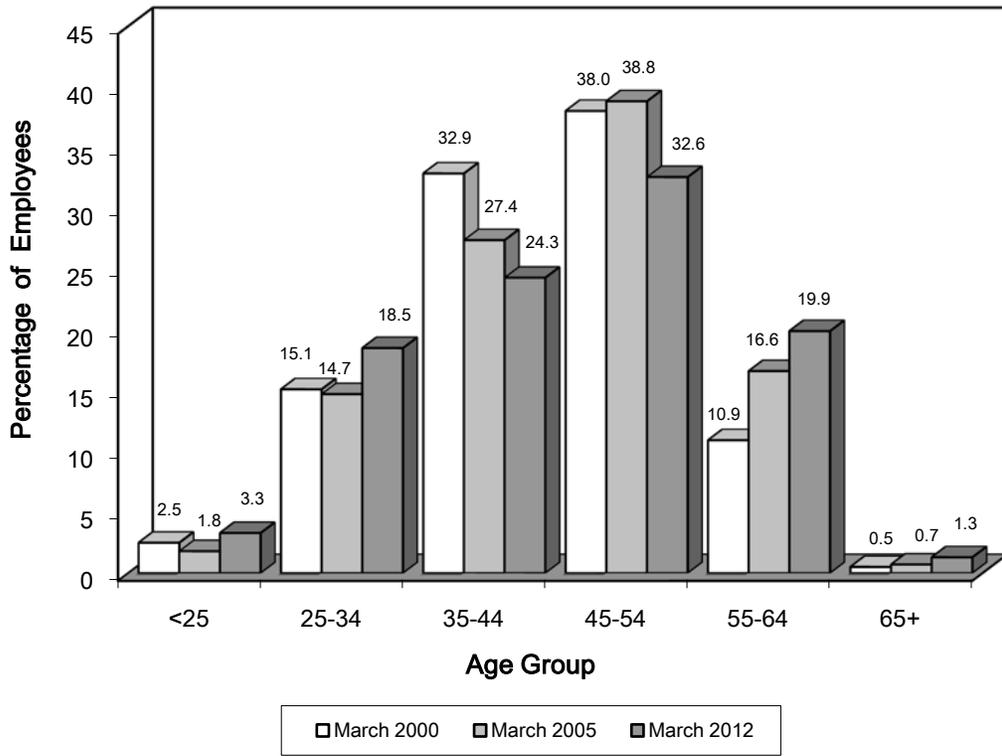
The next chart shows a breakdown of all active employees<sup>3</sup> by age group as at March 31, 2012, followed by a breakdown of senior managers by the same age groups.

<sup>1</sup> Participation and Activity Limitation Survey of 2006: Labour Force Experience of People with Disabilities in Canada.

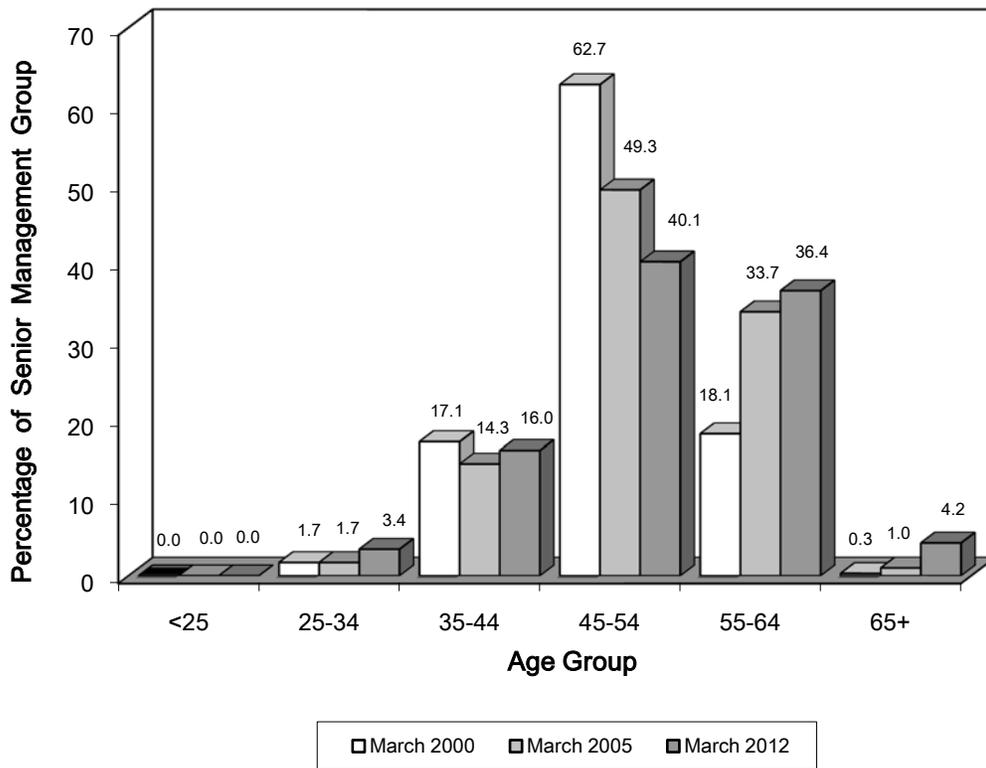
<sup>2</sup> See definitions in Appendix A on page 43.

<sup>3</sup> Based on active regular, term, technical and departmental civil servants (excludes casual).

### All employees



### Senior managers



## Employee Turnover

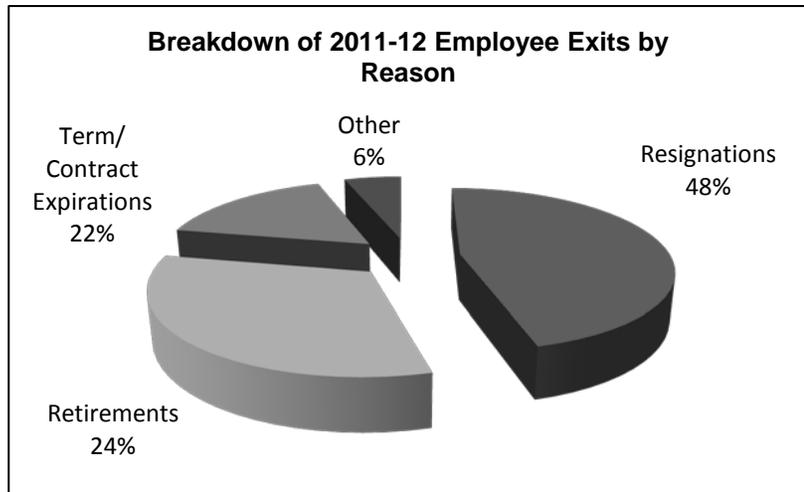
The overall turnover rate<sup>4</sup> increased from 6.4% in 2009-10 to 7.1% in 2010-11 and to 8.1% in 2011-12.

As well, current statistics indicate that the average age at which civil servants are retiring has dropped from 63 years to 60 over the past five years.

During 2011-12, a total of 2,270 employees left the Manitoba Civil Service.

In 2011-12, the Manitoba government Corporate Human Resource Plan 2012-2014 was developed and published. The Plan highlights the positive aspects of working for the government and identifies three (3) key human resource management priorities: attractive and meaningful opportunities, employee development and innovation.

Initiatives such as employee learning plans and leadership development programs are designed to help make the Manitoba government a positive place to work.



## Diversity and Employment Equity

The Provincial Civil Service Diversity Strategy was announced in November 2007. Its objective is to achieve a civil service workforce, at all levels, that is reflective of the citizens it serves. Employment equity is an important factor in the overall strategy.

The Employment Equity Policy identifies four groups for which specific representation benchmarks have been set out:

- Women
- Aboriginal persons - persons 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/or 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 (e.g. African, Haitian, Jamaican and Somali), South Asian (e.g. East Indian, Pakistani, Punjabi and Sri Lankan), South East Asian (e.g. Cambodian, Indonesian, Laotian and Vietnamese), Arab / West Asian (e.g. Armenian, Egyptian, Iranian, Lebanese and Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

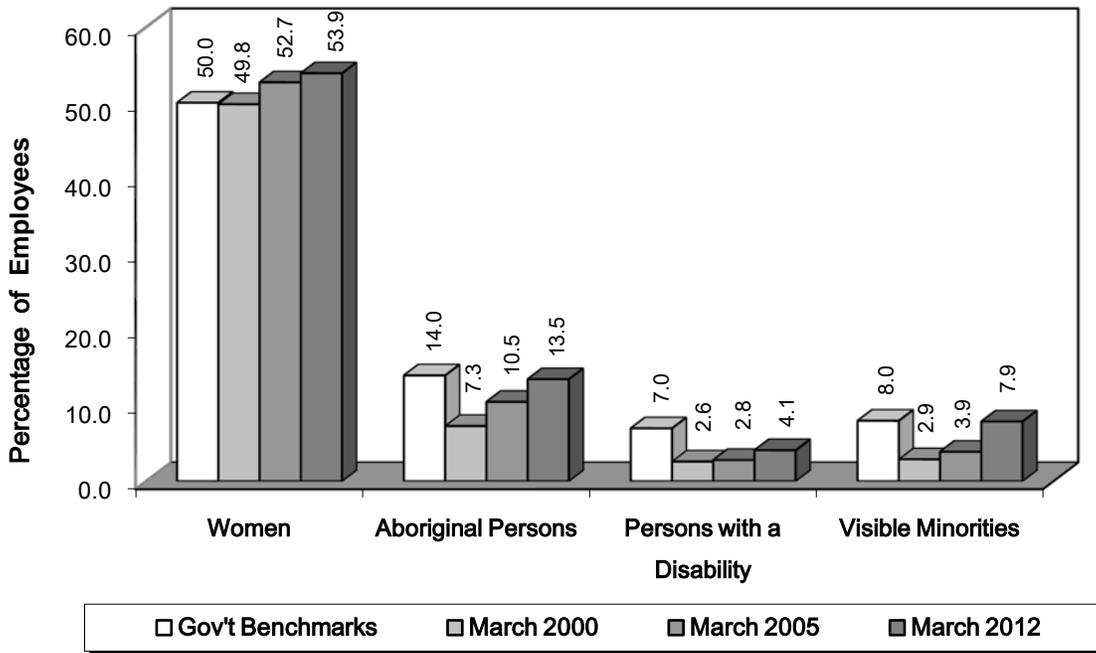
Previous benchmarks were revised in 2003-04 to reflect the population and workforce in Manitoba (as per 2001 census data) and community consultations. Statistics for employment equity group employees are based on employee self-declarations.

For information on 2011-12 activities related to the Provincial Civil Service Diversity Strategy see Renewal and Diversity Programs table on page 24.

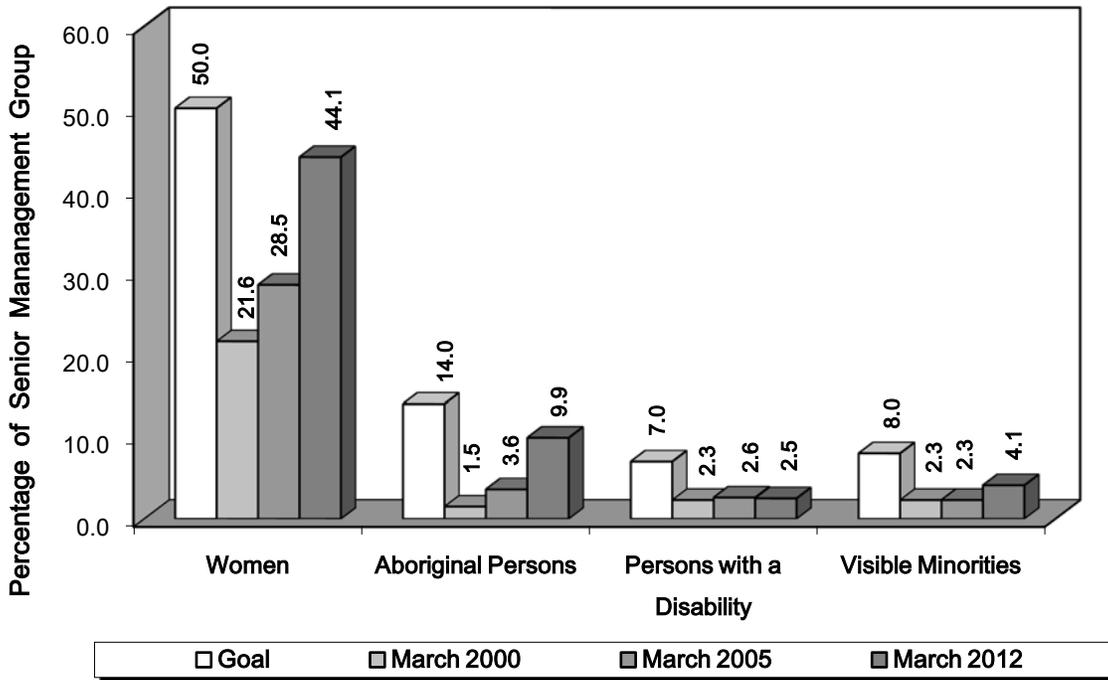
The following charts reflect the benchmarks, historical data and status as at March 31, 2012.

<sup>4</sup> Turnover rate is based on regular employees only. Statistics on employee exits includes all employees (regular, term, technical, departmental, casual and contract).

### All employees<sup>5</sup>



### Senior managers<sup>5</sup>



<sup>5</sup> Includes regular, term, technical and departmental positions (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

### *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 assujéti 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.

### ***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. Le Recensement de 2011 de Statistique Canada établit l'âge médian à 38,4 ans.

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 vers des segments de la 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'au plus tard en 2017, les Autochtones représenteront 17 % de l'ensemble des nouveaux venus sur le marché du travail.
- Les plus récentes données de Statistique Canada<sup>6</sup> indiquent que le taux de chômage des personnes handicapées (âgées de 15 à 64 ans) est de 10,4 % contre 6,8 % chez les personnes sans handicap.
- 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 2011, la province du Manitoba a accueilli 16 074 immigrants.

## Composition de la fonction publique

Le tableau suivant montre le nombre total d'employés actifs de la fonction publique, par type d'employé<sup>7</sup>, en date du 31 mars 2012, ainsi que des données comparatives des deux exercices précédents.

Type d'employé	2010	2011	2012
Employés réguliers et temporaires et titulaires de postes spéciaux et ministériels	14 459	14 440	14 796
Employés occasionnels	403	413	473
Employés contractuels	28	25	31
<b>Total</b>	<b>14 890</b>	<b>14 878</b>	<b>15 300</b>

Les statistiques présentées comprennent tous les employés actifs nommés en vertu de la *Loi sur la fonction publique*. Elles ne comprennent pas les employés d'organismes publics (p. ex., les enseignants et les employés des offices régionaux de la santé) ni ceux de sociétés d'État qui ne sont pas nommés en vertu de la *Loi sur la fonction publique*. De plus, soulignons que le nombre d'employés ministériels augmente pendant les mois d'été.

La répartition du nombre total d'employés actifs par ministère se trouve à l'Annexe B, à la page 44.

## Répartition par âge

À l'instar de la population en général, l'âge moyen dans la fonction publique a augmenté ces dernières années. Au 31 mars 2012, l'âge moyen de l'ensemble des fonctionnaires était de 45,2 ans et celui des cadres supérieurs s'établissait à 52,2 ans. Des projections récentes indiquent que 23 % des fonctionnaires<sup>8</sup> seront admissibles à la retraite d'ici cinq ans et 39,5 % le seront d'ici 10 ans. Ces pourcentages sont encore plus élevés chez les cadres supérieurs<sup>2</sup>, dont 47,2 % seront admissibles à la retraite d'ici cinq ans et 66,7 % le seront d'ici 10 ans.

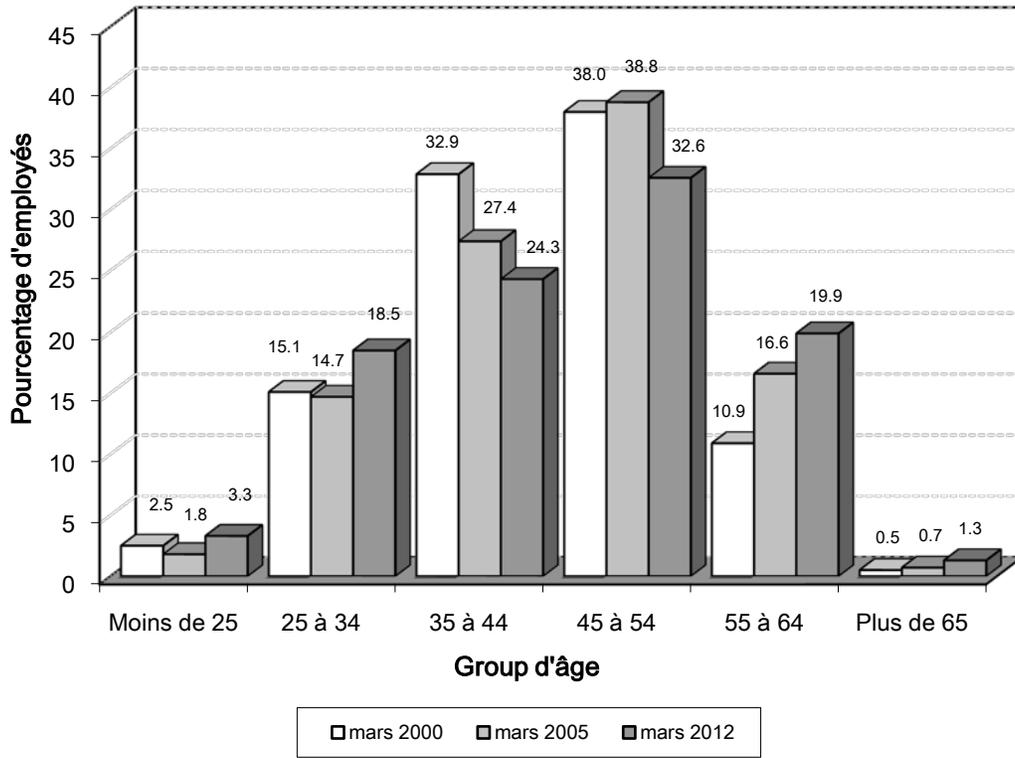
Le graphique suivant montre la répartition de tous les employés actifs<sup>3</sup> par groupe d'âge au 31 mars 2012, suivi d'un graphique de la répartition des cadres supérieurs dans les mêmes groupes d'âge.

<sup>6</sup> Enquête sur la participation et les limitations d'activités : L'expérience de travail des personnes avec incapacité au Canada, 2006.

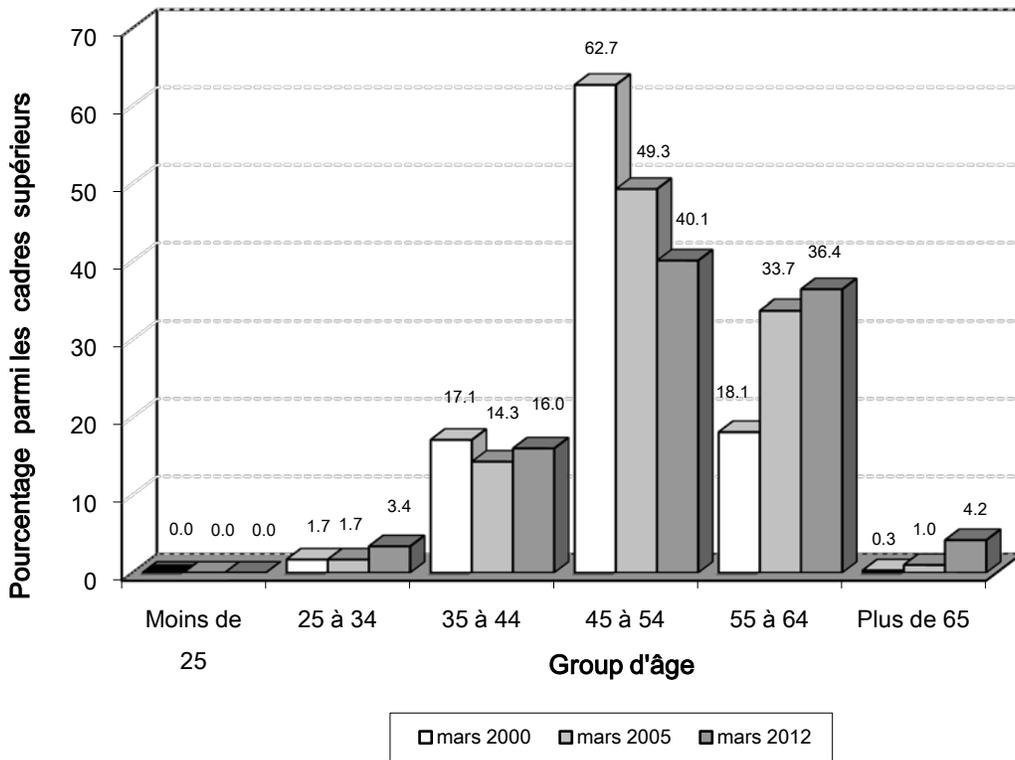
<sup>7</sup> Voir les définitions à l'Annexe A, à la page 43.

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

### Employés



### Cadres supérieurs



## Roulement du personnel

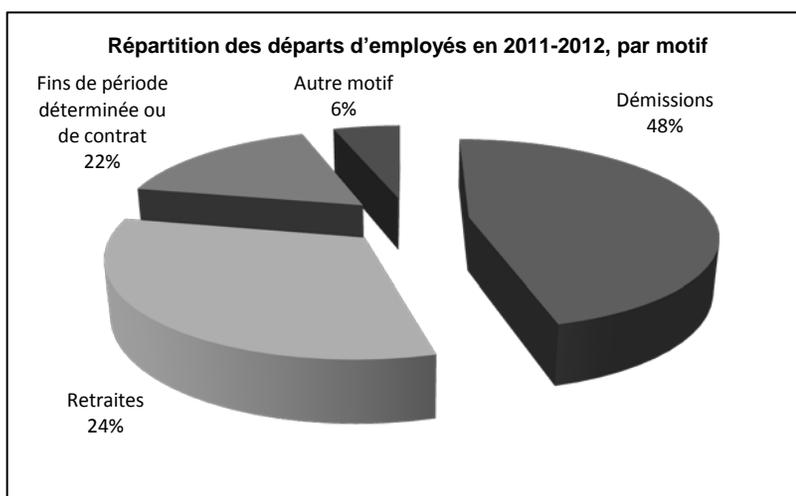
Le taux de roulement du personnel global<sup>9</sup> a augmenté de 6,4 % en 2009-2010 à 7,1 % en 2010-2011 et à 8,1 % en 2011-2012.

De plus, les statistiques actuelles indiquent que l'âge moyen de la retraite est passé de 63 ans à 60 ans au cours des cinq derniers exercices.

En 2011-2012, 2 270 employés en tout ont quitté la fonction publique du Manitoba.

En 2011-2012, on a élaboré et publié le Plan général de gestion des ressources humaines 2012-2014 du gouvernement du Manitoba. Le plan souligne les aspects positifs du travail au sein du gouvernement et énonce trois grandes priorités en matière de gestion des ressources humaines : des possibilités d'emploi attrayantes et significatives, le perfectionnement professionnel des employés et l'innovation.

Des initiatives comme les plans d'apprentissage des employés et les programmes de perfectionnement en leadership contribuent à faire en sorte que le gouvernement du Manitoba offre un milieu de travail positif.



## Diversité et équité en matière d'emploi

La Stratégie relative à la diversité dans la fonction publique a été annoncée en novembre 2007. Elle a comme objectif de créer une fonction publique représentative de l'ensemble de la population qu'elle dessert, et ce, à tous les échelons. L'équité en matière d'emploi est un élément important de la stratégie.

La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation précis ont été établis :

- les femmes;
- les Autochtones – les personnes d'ascendance autochtone d'Amérique du Nord, ce qui comprend les Premières Nations (Indiens inscrits et Indiens non inscrits), les Inuits et les Métis;
- les personnes handicapées – les personnes qui ont une déficience durable ou récurrente et qui se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience, ou qui pensent qu'il est probable que leur employeur ou un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience, et les personnes dont les limitations fonctionnelles liées à leur déficience ont fait l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail;
- les personnes des minorités visibles – les personnes autres que les Autochtones qui, en raison de leur race ou de la couleur de leur peau, sont d'une minorité visible, par exemple les Noirs (Haïtiens, Jamaïcains, Somaliens et autres Africains), les personnes de l'Asie méridionale (ressortissants des Indes orientales, Pakistanais, Punjabis et Sri-Lankais), les personnes de l'Asie du Sud-Est (Cambodgiens, Indonésiens, Laotiens et Vietnamiens), les Arabes et les personnes de l'Asie occidentale (Arméniens, Égyptiens, Iraniens, Libanais et Marocains), les Chinois, les Philippins, les Latino-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

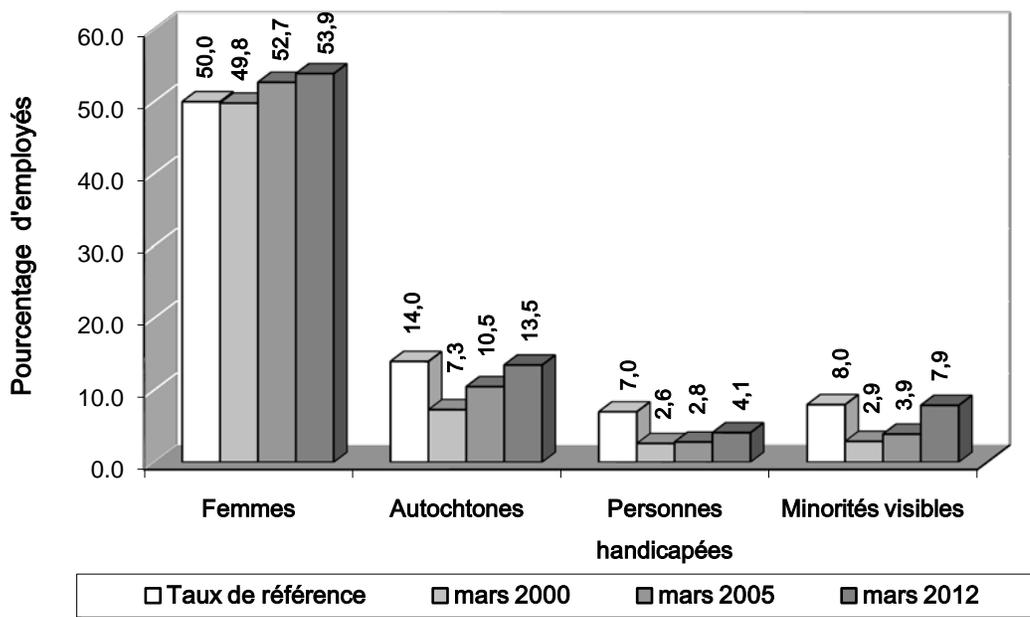
<sup>9</sup> Le taux de roulement est calculé en fonction des employés permanents seulement. Les statistiques sur les départs d'employés comprennent tous les employés (permanents, temporaires, spéciaux, ministériels, occasionnels et contractuels).

matière d'emploi reposent sur les autodéclarations des employés.

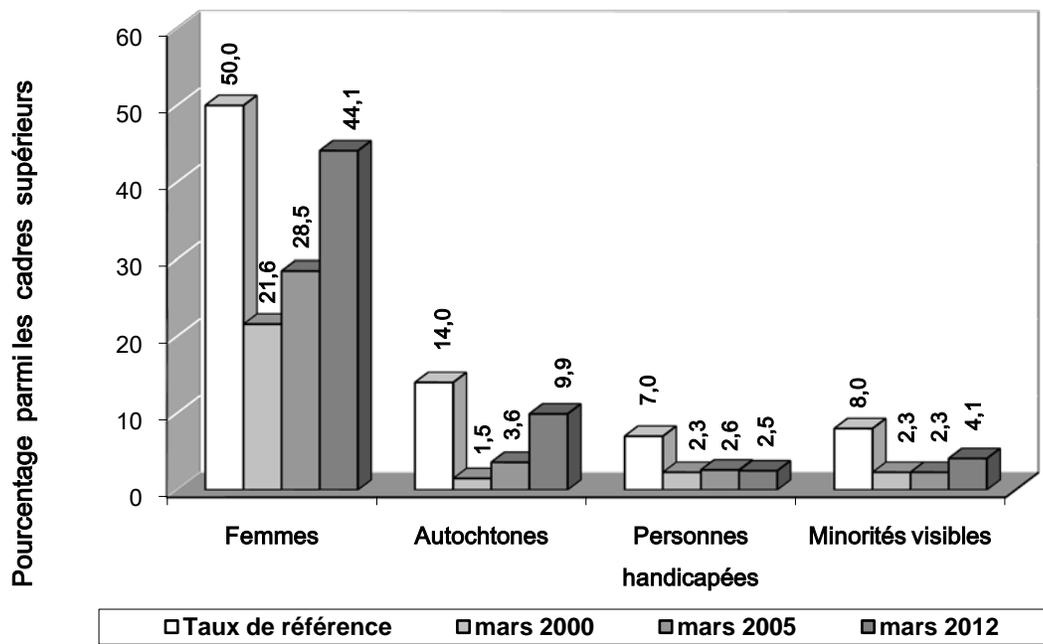
Les renseignements sur les activités de 2011-2012 liées à la Stratégie relative à la diversité dans la fonction publique provinciale se trouvent à la page 24.

Les graphiques ci-dessous illustrent les taux de référence, les données historiques et l'état de la situation au 31 mars 2012.

### Employés<sup>10</sup>



### Cadres supérieurs<sup>5</sup>



<sup>10</sup> Les chiffres comprennent les postes permanents, temporaires, spéciaux et ministériels (actifs et inactifs).

## ROLE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission works with Treasury Board Secretariat to lead the development, management and delivery of human resource strategies and programs 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. This is achieved 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. These 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, dirige l'élaboration et la mise en œuvre efficaces de stratégies et de programmes 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**

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 Civil Service Act* (the Act) for which it is responsible. They include:

- ensuring the principles of staffing (merit, fairness and equity) are upheld in accordance with the Act and approving staffing policies and standards
- delegating recruitment and selection authority to staff of the commission, deputy ministers and others performing staffing functions 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 excluded employees, bargaining unit employees and management
- 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 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 2011-12

During 2011-12, 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		
	2009-10	2010-11	2011-12
Submissions:			
Staffing Audit Report(s)	3	1	-
Diversity/Employment Equity Audit Report(s)	3	-	-
Progress Memos on Audit Recommendation(s) <sup>11</sup>	n/a	7	1
Revisions to Staffing Delegation <sup>12</sup>	11	12	13
Human Resource Policy Approval	17	2	1
Other	3	-	2

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, and human resource practices and policies. The board approved, in accordance with section 5(3) of *The Civil Service Act*, the delegation of the statutory authority to the Civil Service Commissioner to approve delegation of recruitment and selection authority to deputy ministers and independent officers of the Legislative Assembly. The board attended the annual conference held by the Manitoba Council for Administrative Tribunals (MCAT Inc.). The chair of the board attended the Crown Corporations Council leadership seminar on Building Your Board's Capacity.

<sup>11</sup> Beginning 2010-11 HR sector directors are required to provide a memo reporting on the implementation of audit recommendations.

<sup>12</sup> Includes delegation of recruitment and selection authority.

Staff presentations to the board included:

- a presentation on the new common recruitment initiative
- an overview of the Policy and Programs branch
- a progress report on HR realignment projects and activities

Appeals	Fiscal Years		
	2009-10	2010-11	2011-12
Initiated	33	24	16
Carried over from previous year <sup>13</sup>	13	29	39
Withdrawn	15	9	23
Heard	2	5	7
Granted	1	2	2
Granted other than requested	-	-	-
Denied	1	3	5
Carried over to next fiscal year <sup>8</sup>	29	39	25

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 2011-12 primarily involved classification appeals. 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.

Appeals by Type	Initiated 2011-12	Carried from 2010-11	Withdrawn	Granted			Carried to 2012-13
				Granted	Other	Denied	
Classification	15	36	19	2	-	5	25
Selection	1	2	3	-	-	-	-
Conflict of Interest	-	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-	-
Over-Range	-	-	-	-	-	-	-
Dismissal	-	1	1	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-	-
<b>Total</b>	<b>16</b>	<b>39</b>	<b>23</b>	<b>2</b>	<b>-</b>	<b>5</b>	<b>25</b>

<sup>13</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 written decision from an appeal board.

# 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
- develop and implement government human resource policy and programs
- monitor and support the government's diversity and employment equity efforts
- provide a responsive, consistent and high standard of human resource services to all departments of the government
- maintain comprehensive regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

## Activities

- Through the program areas of the commission, provide a comprehensive human resource management function, policies, programs and services consistent with *The Civil Service Act* and government policy and supportive of government's and departments' goals.
- Oversee the recruitment, selection and appointment of executive staff, including leadership development.
- Monitor, evaluate and support the implementation of diversity and employment equity across the government service, including the Provincial Civil Service Diversity Strategy, and formulate issues and recommendations for review with the minister responsible.
- Oversee the continued implementation of human resource realignment in the government to strengthen the coordination of human resource activities, and to focus on corporate priorities and on being responsive to departmental needs.
- Oversee the development and publication of a corporate human resource plan that will represent the Manitoba government's human resource management priorities for 2012-2014.
- 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.
- 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* (the 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 counselling 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 2011-12:

<b>Information Required Annually (per Section 18 of The Act)</b>	<b>Fiscal Year 2011-12</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 2011-12 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2011-12 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits <sup>(a)</sup>	430	4.00	424	6	1
Other Expenditures	84		86	(2)	
<b>Total Sub-appropriation</b>	<b>514</b>	<b>4.00</b>	<b>510</b>	<b>4</b>	

Notes:

- <sup>(a)</sup> Executive Support salaries and employee benefits include aggregate compensation of \$34,000 paid to Civil Service Commission Board Members in 2011-12.

#### **Explanation:**

1. Increased expenditures are related to increased hearings by the Civil Service Commission Board during 2011-12.

# CORPORATE HUMAN RESOURCE SERVICES

## Overview

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

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

This division is divided into the following program areas: Finance and Administration, Information Support Services, Policy and Programs, Corporate Program Audit, and Organization and Staff Development. Additional information on the first four 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 the Corporate Human Resource Services 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
- provide financial, information and communication technology leadership and advice to the department

## 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 2011-12:
  - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2012
  - a revised Internship Program for Persons with a Disability began in June 2011
  - the Professional Development Program for Persons with a Disability was launched in September 2011
  - participated in "Project SEARCH", a work experience program for high school students with an intellectual disability
- Audit staffing practices of delegated departments to ensure compliance with delegation agreements and related activities. During 2011-12:
  - ten (10) applications for delegated staffing authority were reviewed
  - nine (9) presentations on the audit process and expectations were given to human resource professionals
  - one (1) specific audit conducted in support of Labour Relations Division
  - provided ongoing input and feedback to various special project teams

- 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 are as follows:

<b>Renewal and Diversity Programs</b>	Total participants in the program <sup>14</sup>	Participants hired into government positions	Number of participants currently in the program
<b>Internship Programs</b>			
Aboriginal Public Administration Program	41	33	5
Internship Program for Persons with a Disability	18	8	7
Management Internship Program	90	69	6
<b>Placement Programs</b>			
Career Assistance Program for Persons with a Disability (Placements and Direct Referrals)	121	90	6
Career Assistance Programs for Visible Minorities and Immigrants:			
Career Gateway Program (Placements and Direct Referrals)	235	204	42
Career Gateway Extension Project *	11	10	-
Engineering/Technical Training Project *	12	7	-
Volunteers in Public Service Program	78	36	-
Project Search	8	-	8
<b>Employee Development Programs</b>			
Aboriginal Management Development Program **	44	N/A	1
Professional Development program for Persons with a Disability **	15	N/A	14

The Renewal and Diversity Programs above are described in detail Appendix C on pages 45-46.

- Working in conjunction with Corporate Human Resource Operations and client departments, engage in outreach activities throughout the province in order to promote career opportunities in the civil service. Most outreach activities are specifically focused on diversity groups and employment equity organizations or university and college students. In 2011-12 outreach activities included:
  - participating in 29 job fairs
  - ongoing outreach to Aboriginal communities across the province, and organizations and employment agencies representing persons with a disability and visible minorities
  - ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities

<sup>14</sup> Represents current number of participants since program inception

\* Funded by Manitoba Opportunities Fund

\*\* Internal program

- Working in conjunction with Organization and Staff Development (OSD), develop and implement government-wide employee development programs that increase leadership capacity within the civil service. In 2011-12:
  - Women's Leadership Program: 30 new participants
  - Public Sector Management Certificate Program: 35 new participants
  - Essentials of Supervision Certificate Program: 116 participants currently in the program
  - Office Professionals Certificate Program: 188 participants currently in the program
  - Certificate in Public Sector Office Administration: 41 participants currently in the program

These programs, delivered by OSD under a funding agreement with the Civil Service 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 705 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)
  - VM Net - VM Net connects visible minority employees of the Manitoba government for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship and has over 200 members from across government departments

These groups are described in Appendix C on page 47-48.

- Develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity. In 2011-12 a total of 137 employees participated in formal training on recruitment and selection:
  - 26 employees attended Staffing Skills for Managers and HR Practitioners
  - 111 managers attended Strategic Staffing: Understanding the Recruitment Process
- Develop, implement, communicate and support policies and initiatives that promote a positive workplace environment in government.
- In collaboration with OSD, implement effective training and development practices for all government departments. Additional information is available in the OSD annual report.
- Provide corporate comptrollership and financial and administrative services to the department. In 2011-12:
  - monthly meetings were implemented with office personnel who are responsible for the daily financial functions within their office. This forum allows for Finance and Administration staff to communicate policy and process changes as well as providing a venue for an informal open discussion on how efficiencies and improvements can be achieved
  - developed the Civil Service Commission Comptrollership Plan which incorporates changes to the department's organization
  - ongoing improvements to internal department financial and administrative processes by developing guidelines and procedures for employees as it relates to policy interpretation
  - continue to develop and enhance financial management reporting within the department
  - provide financial management leadership and support to Organization and Staff Development (OSD)
  - participate in strategic planning for the department
  - developed Manitoba government procedures for departmental human resource reorganization

- Continue to participate in the government's business continuity planning during 2011-12 by:
  - redesigning the business continuity plan for the department
  - working with the commission's executive management team to update and prepare a plan to exercise the department business continuity plan
- Participate in the implementation of electronic human resource information systems that support informed human resource decision-making across the civil service and the evaluation of human resource practices. During 2011-12:
  - continued to enhance and improve the Manitoba Job Opportunities website (JOW), including common recruitment initiative and several accessibility improvements to increase ease of access by persons with a disability
  - collaborated with other provincial and territorial governments in various committees to collect consistent cross-Canada benchmark information
  - in conjunction with Corporate Human Resource Operations and Business Transformation and Technology (BTT) of Manitoba Innovation, Energy and Mines (IEM), continued development of and enhancement to various human resource corporate reports including those generated through SAP<sup>15</sup> and the corporate reporting tool
  - provide reports and corporate data to human resource operations for planning of service delivery models
  - partnering with BTT, implemented the Employee Self Service (ESS) project to allow employees to access their pay and benefits information online. Managed the transition of Employee Self Service (ESS) to the Civil Service Commission, providing ongoing support for employees
  - partnering with BTT and Labour Relations of Treasury Board Secretariat, started the Organization Structure and Position Management project to create and manage reporting relationships in SAP
  - implemented a new and enhanced Civil Service Commission intranet site

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

Expenditures by Sub-appropriation	Actual 2011-12 \$(000s)	FTEs	Estimate 2011-12 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,109	28.00	1,982	127	
Other Expenditures	1,429		1,121	308	1
Less: Recoverable from other Appropriations	(277)		(277)	-	
<b>Total Sub-appropriation</b>	<b>3,261</b>	<b>28.00</b>	<b>2,826</b>	<b>435</b>	

#### Explanation:

1. The over expenditure is attributed to a reallocation of resources from Corporate Human Resource Operations to more accurately reflect the organizational structure.

<sup>15</sup> The Manitoba government's financial and human resource management system.

# CORPORATE HUMAN RESOURCE OPERATIONS

## Overview

Corporate Human Resource Operations provides a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans. Services include:

- staffing
- pay and benefits administration
- organizational design
- employee and labour relations
- employee and organization development
- other aspects of human resource management that advance the corporate goals of renewal, sustainability, diversity and clarity

Corporate Human Resource Operations is divided into six sectors each headed by a human resources sector director as reflected in the organization chart on page 4 and 5.

## Objectives

The objectives of the Corporate Human Resource Operations Division are to:

- promote and deliver programs, policies and services that meet a full range of corporate human resource needs and are reflective of the spirit and intent of corporate directives
- ensure all staffing actions are based on the principles of merit, fairness and equity
- increase diversity within departments
- maximize retention of valuable employees
- minimize employee grievances and appeals
- strengthen the integrity of the payroll system, ensuring that employees are paid and their benefits are applied in accordance with applicable legislation, collective agreements, policies and procedures
- improve reporting and evaluative practices to support human resource decision-making
- identify and resolve organization and performance issues that may impact department services and corporate requirements
- strengthen strategic advice and service to departments on the full range of human resource matters, interpreting related policies, assessing current circumstances and future consequences and providing recommendations that are prudent, fair and fully informed
- ensure the provision of excellent customer service that is timely, accurate and efficient
- provide fair representation of human resource issues and interests of departments to corporate branches of the government and on committees and task forces
- encourage change and transformation to support corporate goals

## Activities/Results

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

- Provide advice and expertise to management in the areas of:
  - human resource planning
  - employee training and development
  - organizational design, reorganization and restructuring
  - change management
  - employee and labour relations

- Manage the recruitment and selection function. In 2011-12:
  - 1,500 competitions for which there were 48,423 applicants of which 8,808 were interviewed (for additional detail see Appendix D on page 50)
  - 2,154 appointments
- Represent departments in collective agreement bargaining.
- Conduct outreach activities to attract applicants for specific job categories and for regional positions.
- Coordinate departments' diversity and employment equity efforts. In 2011-12:
  - continued working with departments' management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
  - participated in career fairs and diversity and employment equity outreach events to further opportunities for entry into the civil service
  - continued to coordinate special events to raise awareness of diversity and employment equity groups and continued diversity training
- Maintain employee and payroll records for all Manitoba government employees on behalf of all government departments and maintain comprehensive attendance and payroll information on the corporate human resource/payroll system (SAP). Provide information on employee benefits, retirement, death benefits and long term disability to employees and/or family members.
- Participate in department renewal and strategic planning.
- Represent client departments in all human resource initiatives with central/external agencies including:
  - Governance and Risk Compliance
  - SAP Employee Self Service
  - SAP Organization Structure and Position Management
- Manage the planning and implementation of human resource services realignment.
- Participate in organizational design consultations and related activities for both clients and within human resources.

### 1(c) CORPORATE HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2011-12 \$(000s)	FTEs	Estimate 2011-12 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	12,558	198.50	13,616	(1,058)	1
Other Expenditures	1,839		2,045	(206)	2
Less: Recoverable from other Appropriations	(346)		(346)	-	
<b>Total Sub-appropriation</b>	<b>14,051</b>	<b>198.50</b>	<b>15,315</b>	<b>(1,264)</b>	

#### Explanations:

1. Actual salary expenditures were under due to vacancy management, employee leaves and Voluntary Reduced Work Week (VRW) savings. A portion of these savings were realigned to 17-1(b) Corporate Human Resource Services.
2. Realignment of resources to 17-1(b) Corporate Human Resource Services to more accurately reflect the organizational structure.

# INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

## Overview

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

Internship, Equity and Employee Development program objectives are to:

- increase diversity in the civil service
- increase the leadership capacity in the civil service
- increase opportunities for professional development and learning
- support employee networks that engage and encourage civil servants

## Activities/Results

A description of the programs funded under this sub-appropriation is included in Appendix C on pages 45-47.

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

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2011-12 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2011-12 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Internship, Equity and Employee Development	1,881	48.00	2,209	(328)	1
<b>Total Sub-appropriation</b>	<b>1,881</b>	<b>48.00</b>	<b>2,209</b>	<b>(328)</b>	

### Explanation:

1. Under expenditure is attributable to a number of factors: early placement of interns in department positions, program completion, and resignations.

# EMPLOYEE ASSISTANCE PROGRAM

## Overview

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

## Objectives

Objectives of the EAP:

- 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

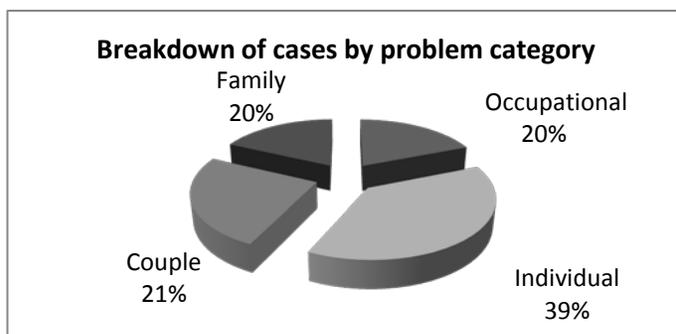
## Activities/Results

The services provided by the EAP are categorized into four broad types:

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

In 2011-12, a total of 2,165 cases were dealt with by counsellors, a decrease of 76 cases over prior year. Employees are encouraged to access the available counselling services.

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



2. Specialized clinical services:

Clinical Services	2010-11		2011-12	
	Number of new cases	Number of employees involved	Number of new cases	Number of employees involved
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	20	87	26	86
Trauma management (consultations, critical incident debriefing, individual counselling)	20	234	18	231
Sexual harassment (consultations, counselling, post-investigation debriefings)	4	4	5	5

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 2011-12:
  - additional emphasis continued to be placed on employee outreach with 25 EAP Information Sessions held, attended by 742 employees.
  - there were requests for presentations on various topics with 14 specialized sessions (e.g. sexual harassment, bullying, change transition) and 438 employees attending (2010-11 had 20 sessions with 453 employees attending)
4. Requests from managers for advice which in 2011-12 resulted in 248 consultations.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 71% of services are provided within the Manitoba civil service with the remaining 29% provided under fee for service contracts to public service organizations.

In 2011-12, a total of 3,653 individual employees or their immediate family members received the services of the EAP.

#### 1(e) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2011-12 \$(000s)	FTEs	Estimate 2011-12 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	656	48.00	722	(66)	
Other Expenditures	184		188	(4)	
Less: Recoverable from other Appropriations	(158)		(155)	(3)	
<b>Total Sub-appropriation</b>	<b>682</b>	<b>48.00</b>	<b>755</b>	<b>(73)</b>	

Note: Includes funding for the Respectful Workplace Office.

# RESPECTFUL WORKPLACE OFFICE

## Overview

The Respectful Workplace Office (RWO) helps civil servants in all areas of the Manitoba government 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:

- educate and promote awareness of the Respectful Workplace policy to all levels of government
- assist in resolving respectful workplace issues in a fair and respectful manner
- assist in the promotion of diverse and respectful workplaces in the government

## Activities/Results

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

1. Individual/group consultation (understanding respect, trust and 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 2011-12 the RWO dealt with a total of 25 cases involving 379 employees at 25 worksites. The number of cases are roughly equal between one-to-one and groups.

The 25 complainants alleged the following problem categories:

- Inappropriate behaviour 26%
- Harassment 20%
- Bullying 14%
- Communication style 14%
- Abuse of authority 13%
- Other 13%

The request from employees and managers for advice in 2011-12 resulted in 126 consultations. Consultations are defined as contact between an employee and this office for a variety of workplace issues. These contacts may be a telephone conversation, an electronic communication or a meeting.

Funding for the Respectful Workplace Office is provided for in 1(e) Employee Assistance Program.

## 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 2011-12 \$(000s)</b>	<b>Estimate 2011-12 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Costs related to Capital Assets	40	41	(1)	-
<b>Total Sub-appropriation</b>	<b>40</b>	<b>41</b>	<b>(1)</b>	<b>-</b>

## SUSTAINABLE DEVELOPMENT

The Civil Service Commission continues to place emphasis on environmentally sound practices by providing accessible recycling bins, continuing the use of recycled paper in photocopiers and all computer printers, encourages two-sided printing of documents which is set as the user default setting and encourages employees to consider the environment before printing material. Employees are also encouraged to use environmentally friendly dishware in the office.

# FINANCIAL INFORMATION SECTION

## Part A – Operating Expenditure

### Civil Service Commission

#### RECONCILIATION STATEMENT

<b>DETAILS</b>	<b>2011-12 ESTIMATES \$(000s)</b>
<b>2011-12 MAIN ESTIMATES</b>	<b>21,656</b>
<b>2011-12 ESTIMATES</b>	<b>21,656</b>

**Expenditure Summary**  
**Civil Service Commission**  
**for the fiscal year ending March 31, 2012**  
(with comparative figures for the previous fiscal year)

Estimate 2011-12 \$(000s)	Appropriation	Actual 2011-12 \$(000s)	Actual 2010-11 \$(000s)	Increase/ (Decrease) \$(000s)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Support				
424	Salaries and Employee Benefits	430	423	7	
86	Other Expenditures	84	84	-	
	(b) Corporate Human Resource Services				
1,982	Salaries and Employee Benefits	2,109	1,768	341	1
1,121	Other Expenditures	1,429	1,212	217	2
(277)	Less: Recoverable from other appropriations	(277)	(277)	-	
	(c) Corporate Human Resource Operations				
13,616	Salaries and Employee Benefits	12,558	12,504	54	
2,045	Other Expenditures	1,839	2,092	(253)	
(346)	Less: Recoverable from other appropriations	(346)	(345)	(1)	
2,209	(d) Internship, Equity and Employee Development	1,881	1,716	165	
	(e) Employee Assistance Program				
722	Salaries and Employee Benefits	656	690	(34)	
188	Other Expenditures	184	169	15	
(155)	Less: Recoverable from other appropriations	(158)	(154)	(4)	
21,615	<b>TOTAL 17-1</b>	20,389	19,882	507	
41	17-2 Costs Related to Capital Assets	40	41	(1)	
21,656	<b>TOTAL 17</b>	20,429	19,923	506	

**Explanations:**

1. The year-over-year increase is attributed to realignment of resources from Corporate Human Resource Operations, retirement costs and succession planning.
2. Increased 2011-12 expenditures were due to the costs associated with the enhancement and maintenance of corporate Information Technology applications.

**Revenue Summary**  
**Civil Service Commission**  
**for the fiscal year ending March 31, 2012**  
(with comparative figures for the previous fiscal year)

<b>Actual 2010-11 \$(000s)</b>	<b>Actual 2011-12 \$(000s)</b>	<b>Increase/ (Decrease)</b>	<b>Source</b>	<b>Actual 2011-12 \$(000s)</b>	<b>Estimate 2011-12 \$(000s)</b>	<b>Variance \$(000s)</b>	<b>Expl. No.</b>
			CURRENT OPERATING PROGRAMS				
			OTHER REVENUE				
134	140	6	(a) Sundry *	140	135	5	1

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

**Explanation:**

1. Increased revenue for both planned-to-actual and year-over-year are a result of increased employee counts within client contracts.

**Five Year Expenditure and Staffing Summary by Main Appropriation**  
**Civil Service Commission**  
for the years ending March 31, 2008 - March 31, 2012

Main Appropriation	Actual/Adjusted Expenditures*									
	2007-08		2008-09		2009-10		2010-11		2011-12	
	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)	FTEs	\$(000s)
17-1 Civil Service Commission	271.50	17,989	279.50	19,836	282.50	20,424	287.50	19,882	287.50	20,389
17-2 Costs Related to Capital Assets		59	-	51	-	52	-	41	-	40
<b>Total</b>	<b>271.50</b>	<b>18,048</b>	<b>279.50</b>	<b>19,887</b>	<b>282.50</b>	<b>20,476</b>	<b>287.50</b>	<b>19,923</b>	<b>287.50</b>	<b>20,429</b>

\* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review. This includes the realignment of human resource services from departments to the Civil Service Commission in 2010-2011.

## CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2011-12 reporting year. This is the seventh year in which all Manitoba government 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 2011-12 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in the leadership capacity within the civil service, by measuring participation in a number of major development initiatives.	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in the renewal of the civil service. 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.	Total participants as of March 31, 2006:  Leadership Development Initiative (LDI) – 117  Women’s Leadership Program – 30 Certificate in Public Sector Management Program (CPSM) – n/a <sup>16</sup> Essentials of Supervision Certificate Program (EOS) – n/a <sup>16</sup>	Total participants as of March 31, 2012:  LDI – 424 (as of March 31, 2010)  Women’s Leadership Program – 156 CPSM – 112 completed program  EOS – 92 completed program	Continuing increases for all indicators with the exception of LDI which was last offered in 2009-10 in order to complete a program review (see page 48).	

<sup>16</sup> These programs were introduced subsequent to March 31, 2006.

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 2011-12 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
		Office Professionals Certificate Program (OPCP) – 166 completed program	OPCP – 227 completed program OPCP is being phase out and replaced with the new Certificate in Public Sector Office Administration (CPSOA) - 5 completed program		
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.	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. The goals reflect the population and workforce of Manitoba based on 2001 census data and community consultations.	Equity groups as a % of the civil service as of March 31, 2006:  Women: 53.0%  Aboriginal persons: 11.0%  Persons with a disability: 2.8%    Visible minorities: 4.2%	Equity groups as a % of the civil service as of March 31, 2012:  Women: 53.9%  Aboriginal persons: 13.5%  Persons with a disability: 4.1%    Visible minorities: 7.9%	Trend data from 2003 to 2011 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 remains a challenge.	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. Goals: Women: 50.0%  Aboriginal persons: 14.0%  Persons with a disability (7.0% with an announced commitment of 5.0% by 2012)  Visible Minorities: 8.0%

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 2011-12 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Employee engagement which is the subject of an employee survey conducted every 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: 60.0%.	From the 2010 Employee Survey on employee engagement: 60.0%	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 Inter-jurisdictional 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 2011-12 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. 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: 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, 2012: For 2011-12: 4,401 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p>	<p>Note that 2005-06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Aboriginal persons. The overall decline in enrolment numbers began in 2009-10 as departments began to adjust to the economic downturn. 2005-06 enrolment counts also include a greater number of external participants.</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 and Manitoba Conservation and 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 at March 31st for each of the below noted fiscal years.

	Fiscal Year		
	2010	2011	2012
Number of Civil Service Employees	14,890	14,878	15,300

### By Department for 2011-12

Department <sup>1</sup>	As at March 31, 2012
Offices of the Legislative Assembly:	
• Elections Manitoba	24
• Office of the Auditor General	51
• Office of the Children's Advocate	33
• Office of the Ombudsman	29
Executive Council	29
Aboriginal and Northern Affairs	87
Advanced Education and Literacy	98
Agriculture, Food and Rural Initiatives	430
Children and Youth Opportunities	91
Civil Service Commission	283
Conservation and Water Stewardship	1,032
Culture, Heritage and Tourism	220
Education	430
Entrepreneurship, Training and Trade	444
Family Services and Labour	2,418
Finance	432
Health	1,373
Healthy Living, Seniors and Consumer Affairs	365
Housing and Community Development	170
Immigration and Multiculturalism	80
Infrastructure and Transportation	2,712
Innovation, Energy and Mines	375
Justice	3,806
Local Government	266
Sport	3
Other Non-core Enterprises*	19
<b>Total</b>	<b>15,300<sup>2</sup></b>

\* Includes Public Schools Finance Board and All Charities.

#### Explanation:

1. Figures reflect the January 13, 2012 reorganization
2. The above figures are based on active regular, term, technical, departmental, casual, contract employees.

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

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

#### **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 (6) interns recruited through open competition.

Since the program began in 1999, 41 individuals have participated in the program with 33 obtaining positions within the civil service. Five (5) participants were in the program at March 31, 2012.

#### **Internship Program for Persons with a Disability (IP-PWD)** *(formerly called the Public Administration Internship Program for Persons with a Disability)*

The Internship Program for Persons with a Disability was implemented in 2009-10. This program offers a variety of interesting career opportunities in a variety of departments and occupations. This two-year internship program offers training and development opportunities geared towards highly motivated individuals who have declared themselves as a person with a disability and who have the potential to excel in professional positions within the Manitoba government.

Departments are asked to submit proposals for placements for employment opportunities that are expected to become available within a two-year period. The program provides an orientation to government and training related to their specific work assignments through a two-year internship.

Following the successful completion of the internship program, interns are eligible for a regular appointment in the role, function and salary level for which they interned.

Eighteen (18) individuals have participated in the program. Eight (8) individuals have obtained positions within the civil service and seven (7) were in the program at March 31, 2012.

#### **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 (6) interns recruited through open competition.

Since the program began in 1999, 90 individuals have participated in the program with 69 obtaining positions within the civil service. There were six (6) participants in the program at March 31, 2012.

#### **Career Assistance Program for Persons with a Disability (CAP-PWD)**

This program is broadly designed to promote the placement of persons with a disability within government positions. A program coordinator manages the program to place individuals in positions. This coordinator undertakes community outreach, identifies potential candidates, makes referrals to departments of suitable candidates, works with departments to identify placement opportunities, and arranges for placements. Placements are short term and departments are expected to make efforts to continue the employment relationship with a regular or term appointment at the end of the placement period.

Through the direct support of the Civil Service Commission, departments are provided both a vacant position and funding to facilitate employment of a person with a disability.

Since the program began in 2001, 121 individuals have participated in the program either through placements or direct referrals with 90 obtaining positions in the civil service. There were six (6) participants in the program at March 31, 2012.

**Career Assistance Program for Visible Minorities and Immigrants  
– Career Gateway Program for Visible Minorities (CGP VM)**

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 normally between 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 2004, 235 individuals have participated in the program (either through placements or direct referrals) with 204 obtaining positions within the civil service. There were forty-two (42) participants in the program at March 31, 2012.

**Career Assistance Program for Visible Minorities and Immigrants  
– Career Gateway Extension Project (CGP-EP)**

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, 11 individuals have participated in the program (including two program support employees), with 10 obtaining positions within the civil service.

Effective April 1, 2011, term placements of program participants were funded by Departments and the Career Gateway program for Visible Minorities. These placements were previously funded by the Manitoba Opportunities Fund.

**Career Assistance Program for Visible Minorities and Immigrants  
– Engineering / Technical Training Project (ETTP)**

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, 12 individuals have participated in the program with seven (7) obtaining positions within the civil service. Also, other qualified foreign trained engineers and technicians were referred directly to vacant positions in departments. Successful referrals were accounted for under the Career Gateway Program.

Effective April 1, 2011 term placements of program participants were funded by Departments and the Career Gateway program for Visible Minorities. These placements were previously funded by the Manitoba Opportunities Fund.

**Career Assistance Program for Visible Minorities and Immigrants  
– Volunteers in Public Service Program (VIPS)**

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, 78 individuals have participated in the program with 36 obtaining positions within the civil service following their volunteer experience.

## **Employee Development Programs:**

### **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 level 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, 44 employees have participated in this program with 24 receiving promotions, either through a direct appointment or a competitive process. Currently there is one (1) participant in the program.

### **Professional Development Program for Persons with a Disability (PDP-PWD)**

This program was implemented in 2011-12 with the first program intake occurring in September 2011. The focus of this two-year professional development program for existing government employees is to train and develop those who have self-declared as a person with a disability to acquire the leadership skills and experience enabling them to compete effectively for promotional opportunities within the organization.

All employees with a disability were invited to submit an expression of interest identifying their career development goals.

Fifteen (15) individuals entered the program in 2011 and fourteen (14) remain in the program.

### **Project SEARCH – High School Transition Program for Students with an Intellectual Disability**

This program was implemented in 2011-12 to provide on-site work experience opportunities for youth with intellectual disabilities to best prepare them in achieving the goal of competitive employment. The first intake occurred in September 2011.

This program is a unique, one year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

This initiative represents Canada's inaugural participation in the program and has involved a strategic partnership between the Manitoba government, Manitoba Hydro, five (5) participating school divisions, and a not-for-profit organization, SCE LifeWorks.

In the 2011-12 school year, eight (8) students participated and 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 currently there are 705 members from across all government departments and all regions of the province.

### **Touchstone**

The Touchstone Group offers affirmation, encouragement and mentorship to Aboriginal employees in the Manitoba government. Touchstone began in January 2006 and has members from various government departments. The group is formed of seasoned employees as well as newcomers to the Manitoba government, and uses the abilities of more experienced Aboriginal employees as mentors and role models to support the development of other employees as they progress through their careers in the civil service. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

## **Visible Minority Network (VM Net)**

VM Net connects visible minority employees of the Manitoba government for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. There are over 200 members from across government departments. Learning events, summer and holiday potlucks, on site language translations, citizenship court receptions, representation in Manitoba career fairs and informal mentorship to professional immigrants are among VM Net's activities and involvement since it started in 2006 by participants of the Career Gateway Program for Visible Minorities.

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

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

There were no new LDI intakes in the 2011-12 fiscal year. As previously reported, the initiative was suspended in 2010-11 to initiate a program review. The review set out to determine if the initiative had met its original goal which was to develop and retain high potential leaders at the senior level for succession purposes in the civil service. During the review process it became clear that other leadership programs would also benefit from a review which began in the 2011-12 fiscal year.

While these reviews were taking place the CSC continued to offer development activities for the existing LDI participants and others, including professional development sessions for mid to senior level managers that focused on employee engagement in the workplace and a Business Continuity Planning session to develop internal capacity for this essential planning process.

Four hundred and twenty-four (424) 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. A formal review of the program was conducted in 2011-12.

One hundred and fifty-six (156) 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 professional staff with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. Participants are selected by departments.

This program began in 2008-09 with 112 individuals completing the program 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 92 individuals completing the program to date.

Participants also have the option to complete individual course modules without enrolling in the whole certificate program. To date there have been 2,339 individual course registrations in the components of the EOS Program.

### **Certificate in Public Sector Office Administration (CPSOA)**

This three-year professional development program is for office administrative staff to enhance knowledge, attitudes and self management skills for personal and professional growth within the public sector while acquiring transferable credits towards a university diploma. The CPSOA emphasizes communication proficiency, internal and external service excellence, organizational skills, creative thinking and problem resolution, all with a focus on working within a government environment.

The CPSOA consists of an orientation for the participant and their manager followed by a five day intensive core week. After completion of the core week the participant has four days of identified electives to complete the program.

This program began March 2011. Currently there are 41 individuals participating in this program and five (5) have completed the program 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. Registrations are no longer being accepted for the OPCP as a new certificate program for office professionals has been introduced: Certificate in Public Sector Office Administration (CPSOA). Those currently enrolled in the OPCP still have five years from the date of their registration to complete the program, or may choose to transfer into the new program. The OPCP will continue to be a recognized certificate program.

Since this program began 227 participants have completed the program.

## Appendix D - Competition Statistics

### 3 Year Comparative Total

In 2011-12 there were a total of 1,500 competitions for positions within the civil service with a total of 48,423 applications for these positions, or an average of 32 applications per competition.

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

	Fiscal year ending March 31 <sup>st</sup>		
	2009-10	2010-11	2011-12
Competition Totals	1,110	1,136	1,500
Applications received:			
Internal	5,877	6,283	7,513
External	32,984	31,151	40,910
<b>Total</b>	<b>38,861</b>	<b>37,434</b>	<b>48,423</b>
Applicants interviewed:			
Internal	2,252	2,301	2,816
External	4,803	4,263	5,992
<b>Total</b>	<b>7,055</b>	<b>6,564</b>	<b>8,808</b>
Appointments:			
Internal	752	696	936
External	1,037	819	1,218
<b>Total</b>	<b>1,789</b>	<b>1,515</b>	<b>2,154</b>

Shown graphically as a percentage of the total this is:

