

Manitoba Civil Service Commission
Commission de la fonction publique du Manitoba

Annual Report
2019-2020

Rapport annuel
2019-2020



Manitoba Civil Service Commission

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**MINISTER
RESPONSIBLE FOR THE CIVIL SERVICE**

Room 343
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

Her Honour the Honourable Janice Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg MB R3C 0V8

May It Please Your Honour:

I have the privilege of presenting the 102nd Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2019 to March 31, 2020.

Respectfully submitted,

A handwritten signature in black ink that reads "Reg Helwer". The signature is written in a cursive, flowing style.

Honourable Reg Helwer
Minister responsible for the Civil Service





**MINISTRE
RESPONSABLE DE LA FONCTION PUBLIQUE**

Bureau 343
Palais législatif
Winnipeg (Manitoba) R3C 0V8
CANADA

Son Honneur l'honorable Janice Filmon, C.M., O.M.
Lieutenant-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenant-Gouverneure,

J'ai le privilège de vous soumettre le 102^e rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1^{er} avril 2019 au 31 mars 2020.

Le tout respectueusement soumis.

A handwritten signature in black ink that reads 'Reg Helwer'.

Reg Helwer
Ministre responsable de la Fonction publique



Manitoba



Civil Service Commission

Honourable Reg Helwer
Minister responsible for the Civil Service
Room 343 Legislative Building
Winnipeg MB R3C 0V8

Dear Minister Helwer:

In accordance with the provisions of The Civil Service Act, I am pleased to forward to you, in your role as Minister responsible for the Civil Service, a copy of the 102nd Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2019 to March 31, 2020 and includes a review of the commission's activities over that period.

Respectfully submitted,

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right.

Robert Pruden
Chairperson
Manitoba Civil Service Commission Board

Manitoba



Civil Service Commission

M. Reg Helwer
Ministre responsable de la Fonction publique
Palais législatif, bureau 343
Winnipeg (MB) R3C 0V8

Monsieur,

Conformément aux dispositions de la Loi sur la fonction publique, j'ai l'honneur de vous soumettre le cent deuxième 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^{er} avril 2019 au 31 mars 2020 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis.

Le président du Conseil de la Commission de la fonction publique du Manitoba,

Robert Pruden



Civil Service Commission

Office of the Civil Service Commissioner
Room 112 Legislative Building
Winnipeg MB R3C 0V8

Mr. Robert Pruden
Chairperson
Civil Service Commission Board

Dear Mr. Pruden:

I am pleased to present the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2019 to March 31, 2020.

The Commission has continued to advance the transformation of Manitoba's public service and foster a highly effective, ethical, diverse, inclusive and engaged workforce.

In 2019/20, we took further steps towards the implementation of a new legislative framework to guide the Commission's work. Bill 19 – The Public Service Act was introduced in Manitoba's Legislative Assembly on December 2, 2019, and will enable a modern approach to workforce management while setting out foundational values for an ethical and effective public service. In preparation for the pending implementation of The Public Service Act and related requirements, the Commission undertook significant work in 2019/20 to review, revise and begin development of supporting policies and regulations. We look forward to continuing this work over the coming year.

The Commission also continued efforts to reduce red tape, enhance service delivery, and make our public services more sustainable. This included work to support the introduction of Bill 43 – The Civil Service Superannuation Amendment Act, that will align the pension plan with best practices in the pension industry, reduce red tape and protect the pension plan for retirees and for contributors.

Continuous improvement remained a critical priority for the Commission in 2019/20. We advanced work across the organization to streamline our processes and procedures and make service delivery more effective and efficient. In particular, the modernization of the Manitoba government's classification system continued.

In 2019/20, we undertook a number of new initiatives to enhance learning and development opportunities available to employees. This work included implementation of the Learning Fund to support specialized and innovative professional development opportunities for employees across the organization, as well as the launch of new leadership development programs for both senior and executive leaders designed to build strong and supported leaders who are equipped to inspire and implement change. In addition, we launched a new Leaders in Training Program to better harness the talent of future public service leaders, with ten interns recruited in 2019/20 for a general and a financial stream.

As we continue to modernize our programs and services and build a strong and sustainable foundation for the future of Manitoba's public service, the Commission remains steadfast in its commitment to building safe, respectful, inclusive and ethical workplaces. We continued to provide enhanced respectful workplace supports to employees and workplaces dealing with workplace issues, supported by a team of specialized Respectful Workplace Consultants led by a Respectful Workplace Advisor. Statistics related to harassment and sexual harassment continued to be tracked and reported in 2019/20 to strengthen the culture of accountability and transparency around these issues. A *Manitoba Government Code of Conduct* was also introduced to further strengthen the Manitoba government's ethical environment and framework, and to ensure all employees conduct themselves with the highest degree of integrity, responsibility and accountability to colleagues, the Manitoba public service and the people of Manitoba.

I am proud to share that, once again, the Manitoba government was recognized in 2019/20 with awards as one of Manitoba's Top Employers, one of Canada's Top Employers for Young People, and one of Canada's Best Diversity Employers.

In 2019/20 the Commission also had the honour of hosting the 56th Annual Public Service Commissioners Conference, an annual gathering of Federal/Provincial/Territorial Civil Service Commissioner counterparts. This important interjurisdictional meeting offered a valuable opportunity to network and learn from others across Canada whose work reflects many of the same challenges and opportunities we encounter.

Finally, I would like to express my sincere gratitude and appreciation to Manitoba public servants for their tireless commitment to serving Manitobans. The emergence of the COVID-19 pandemic in our province towards the end of 2019/20 presented unprecedented challenges, and all public servants have made extraordinary efforts to serve the public with continued skill and dedication during this difficult time. I appreciate the hard work and sacrifices made by all to respond to the COVID-19 crisis and ensure the continued delivery of critical programs and services on which Manitobans rely.

Respectfully submitted,



Charlene Paquin
Civil Service Commissioner





Civil Service Commission

Bureau du commissaire de la Fonction publique
Palais législatif, bureau 112
Winnipeg (Manitoba) R3C 0V8

M. Robert Pruden
Président
Conseil de la Commission de la fonction publique

Monsieur,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba (« la Commission ») pour la période du 1^{er} avril 2019 au 31 mars 2020.

La Commission a poursuivi la transformation de la fonction publique du Manitoba tout en favorisant une main-d'œuvre hautement efficace, éthique, diversifiée, inclusive et motivée.

En 2019-2020, nous avons pris de nouvelles mesures en vue de la mise en œuvre d'un nouveau cadre législatif destiné à orienter les travaux de la Commission. Le 2 décembre 2019, le projet de loi 19 – Loi sur la fonction publique était déposé à l'Assemblée législative, qui constituera un cadre législatif moderne pour la gestion de la main-d'œuvre et qui établira les valeurs fondamentales d'une fonction publique éthique et efficace. Dans la perspective de l'entrée en vigueur imminente de la Loi sur la fonction publique et de ses exigences connexes, la Commission a entrepris un travail important en 2019-2020 qui consistait à examiner, à réviser et à entreprendre l'élaboration des politiques et des règlements afférents. Nous comptons bien poursuivre ce travail dans l'année qui vient.

La Commission a également poursuivi ses efforts pour réduire la bureaucratie, améliorer la prestation des services et rendre notre fonction publique plus durable. Cela comprend le travail de soutien à la présentation du projet de loi 43 - Loi modifiant la loi sur la pension de la fonction publique, qui concilie le régime de retraite avec les meilleures pratiques de l'industrie des pensions, réduit la bureaucratie et protège les retraités et les cotisants.

Pour la Commission, l'amélioration continue demeure une priorité essentielle en 2019-2020. Dans l'ensemble de la fonction publique, nous avons fait des progrès en vue de simplifier nos processus et nos procédures et de rendre la prestation des services plus efficace et efficiente. Nous avons notamment poursuivi la modernisation du système de classification du gouvernement du Manitoba.

En 2019-2020, nous avons entrepris un certain nombre de nouvelles initiatives visant à accroître les possibilités d'apprentissage et de perfectionnement professionnel offertes aux employés. En faisaient partie la création du Fonds d'apprentissage pour soutenir les possibilités de perfectionnement professionnel spécialisées et innovantes offertes aux fonctionnaires ainsi que le lancement de nouveaux programmes de développement du leadership à l'intention des hauts dirigeants et des cadres supérieurs conçus pour former des leaders forts et bien épaulés inspirants et capables d'apporter du changement. Nous avons également lancé un nouveau Programme des leaders en formation afin de mieux exploiter le talent des futurs leaders de la fonction publique, en recrutant dix stagiaires en 2019-2020 dans le cadre d'un volet général et financier.

En continuant de moderniser nos programmes et services et de jeter des bases solides et durables pour l'avenir de la fonction publique du Manitoba, la Commission demeure ferme dans sa volonté d'établir des lieux de travail sûrs, respectueux, inclusifs et éthiques. Nous avons aussi continué de fournir des services de soutien accrus au chapitre du respect en milieu de travail aux employés et aux lieux de travail qui doivent répondre à des enjeux liés au travail, avec l'appui d'une équipe de spécialistes dirigée par un conseiller pour le respect en milieu de travail. En 2019-2020, nous avons poursuivi la compilation et la publication des données liées au harcèlement et au harcèlement sexuel afin de consolider la culture de responsabilité et de transparence à cet égard. Nous avons aussi publié un *Code de conduite du gouvernement du Manitoba* afin de favoriser davantage un environnement et un cadre respectueux de l'éthique au sein du gouvernement du Manitoba, et de nous assurer que tous les employés se conduisent en maintenant le plus haut degré d'intégrité et de responsabilisation envers leurs collègues, la fonction publique du Manitoba et la population manitobaine.

Je suis fière de rapporter que le gouvernement du Manitoba a de nouveau remporté des prix en 2019-2020, en étant reconnu comme l'un des meilleurs employeurs du Manitoba, l'un des meilleurs employeurs de jeunes au Canada et l'un des employeurs canadiens les plus soucieux de la diversité.

En 2019-2020, la Commission a également eu l'honneur de tenir la 56^e Conférence annuelle canadienne des commissaires des fonctions publiques, qui réunit chaque année les commissaires des fonctions publiques fédérale, provinciales et territoriales. Cette réunion intergouvernementale importante offrait une excellente occasion de renouer contact et d'apprendre de collègues de partout au Canada, qui sont confrontés dans le cadre de leur travail aux mêmes enjeux et possibilités que nous.

Enfin, je tiens à exprimer mes remerciements et ma profonde gratitude aux fonctionnaires du Manitoba pour leur engagement sans relâche au service des Manitobains. L'arrivée de la pandémie de COVID-19 dans notre province peu avant la fin de l'exercice 2019-2020 constituait un défi sans précédent et tous les fonctionnaires ont déployé des efforts extraordinaires pour servir la population avec compétence et dévouement pendant cette période difficile. Je suis reconnaissante du travail acharné et des sacrifices de toutes les personnes qui ont répondu à la crise de la COVID-19 tout en maintenant la prestation des programmes et des services essentiels aux Manitobains.

Le tout respectueusement soumis.



Charlene Paquin
Commissaire de la Fonction publique



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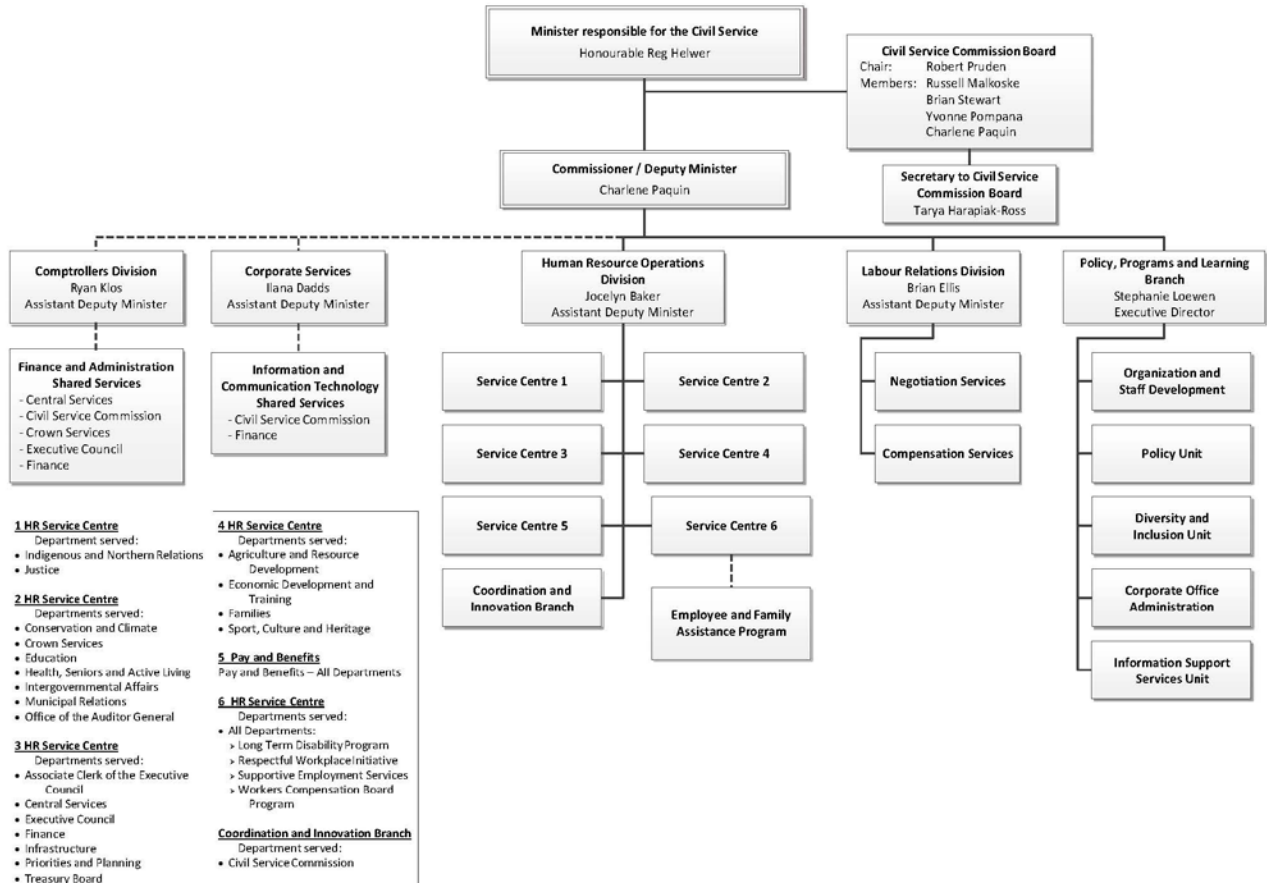
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ORGANIZATION CHART

Civil Service Commission Organization Chart March 31, 2020



INTRODUCTION AND OVERVIEW

Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, as set out in the main estimates of expenditure of the Province of Manitoba for the fiscal year ending March 31, 2020. The report includes information at the main and sub-appropriation levels related to the commission's strategic objectives, results achieved, financial performance and variances. In addition, it provides a five-year historical table reflecting the commission's expenditures and staffing.

Role of the Civil Service Commission

The Civil Service Commission is responsible for leading effective human resource management in government and representing the public interest in the administration of The Civil Service Act and regulations. In carrying out its responsibilities, the commission ensures that the recruitment and selection of civil servants is based on merit, equity and fairness and that the candidates selected meet the government's requirements for service delivery.

The commission provides strategic human resource advice and direct human resource services to all Manitoba government departments. The commission also provides leadership and services in people management through the development of corporate human resource policies and programs to recruit and retain a well-qualified and representative workforce.

Vision

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

Mission

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

To achieve its vision and mission, 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 for the commission are dedicated to:

- the continued 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

Statutory Responsibilities

The Civil Service Commission is established under The Civil Service Act which provides the legal framework for administering human resources within the civil service. While currently in effect, The Civil Service Act is slated to be replaced by The Public Service Act.

The commission is responsible for the administration of the following acts of the Consolidated Statutes of Manitoba:

The Civil Service Act
The Civil Service Special Supplementary Severance Benefit Act (1983)
The Civil Service Superannuation Act
The Public Interest Disclosure (Whistleblower Protection) Act
The Public Servants Insurance Act

Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type¹ over the last four years.

Employee Type	2017	2018	2019	2020
Regular, Term, Technical and Departmental	13,723	13,337	12,512	12,128
Casual	420	366	309	222
Contract	19	18	18	21
Total	14,162	13,721	12,839	12,371

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

These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under the Act.

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements. A breakdown of the total number of active employees by department is included in Appendix B on page 45.

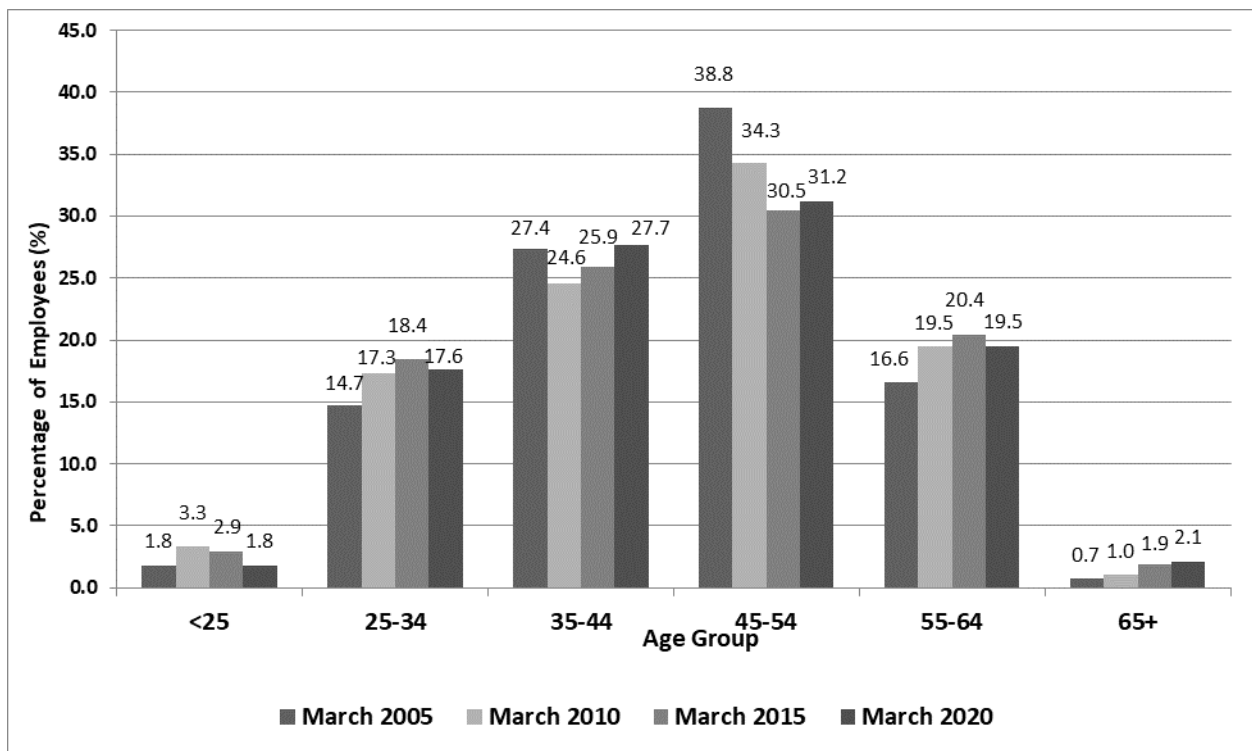
¹ See definitions in Appendix A on page 44.

Age Demographics

As at March 31, 2020, the average age of all civil servants was 45.7 years, and that of senior managers was 51.1 years. Recent projections show that 22.9% of civil servants² will be eligible to retire within five years, increasing to 41.2% within 10 years. At the senior manager² level, 37.8% of employees will be eligible to retire within five years, and 65.0% within 10 years.

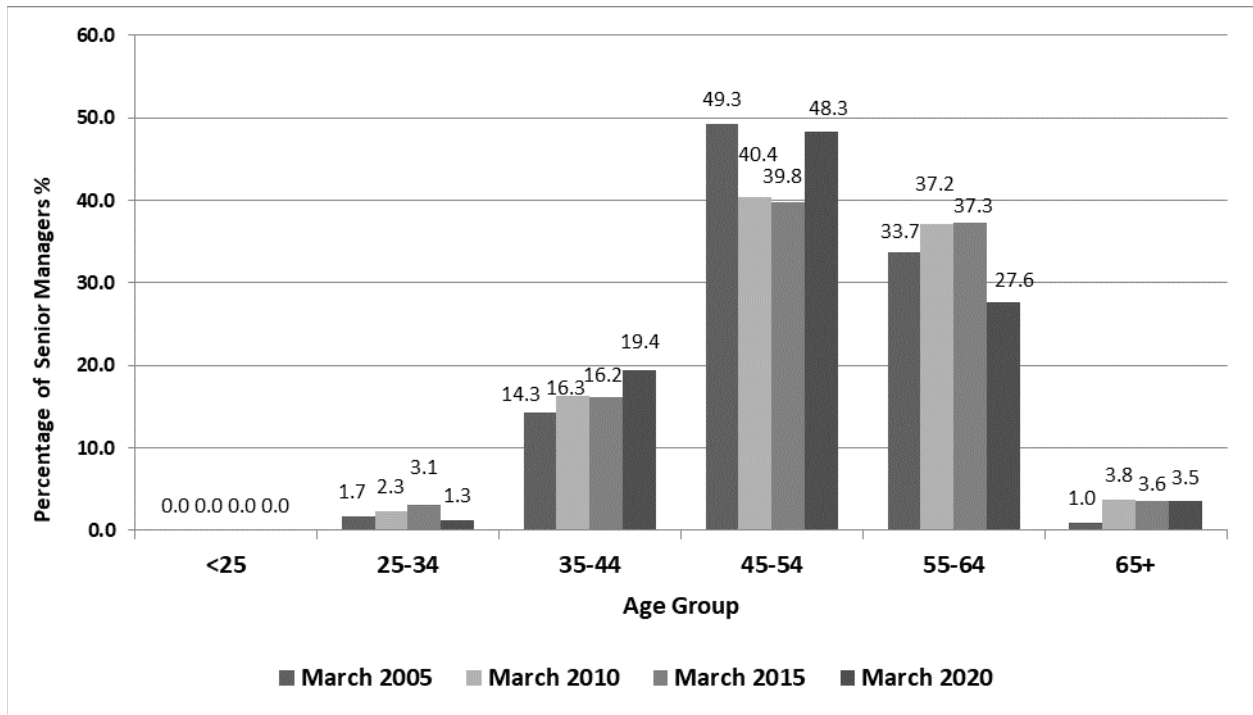
The following chart provides a breakdown of all active employees² by age group as at March 31, 2020 followed by a similar breakdown of senior managers.

All employees



² Based on active regular, term, technical and departmental civil servants (excludes contract and casual).

Senior managers

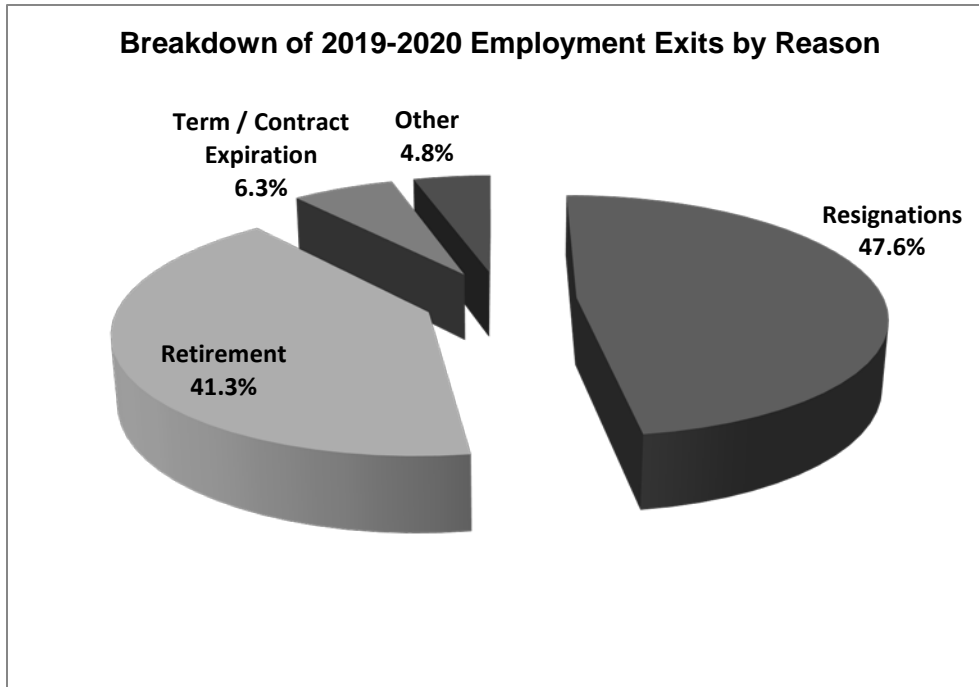


Employee Turnover

The overall turnover rate³ increased from 9.3% in 2018/19 to 9.6% in 2019/20.

Statistics also indicate that the average age at which civil servants retired during the 2020 calendar year was 61.7 years, which is slightly higher than the average of 60.9 in each of the three prior years.

Over the course of 2019/20, a total of 1,430⁴ employees left the civil service.



Diversity and Inclusion

The Manitoba Government Diversity and Inclusion Strategy (MGDIS) was announced in March 2015, updating the previous Provincial Civil Service Diversity Strategy. The vision of the strategy is to achieve an exemplary civil service that is inclusive and reflective of the population it serves.

The strategy has three primary objectives:

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

³ Turnover rate is based on regular employees only.

⁴ Statistics on employment exits include regular and departmental employees.

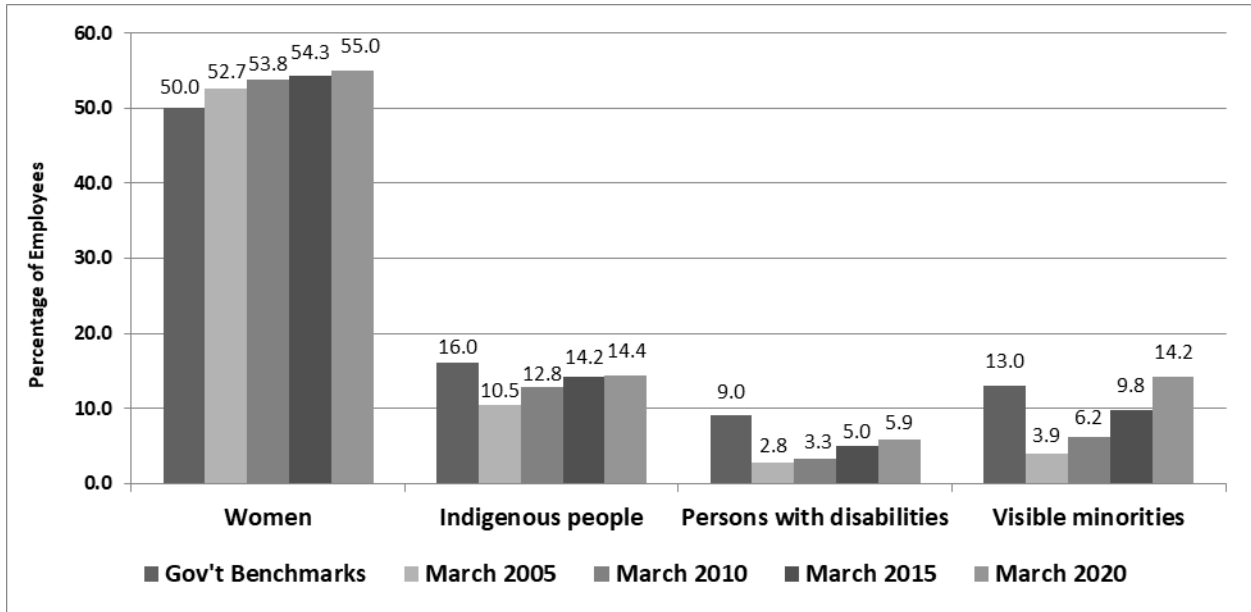
Employment equity is an important aspect of diversity efforts. The Employment Equity Policy identifies four groups for which specific representation benchmarks have been established:

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

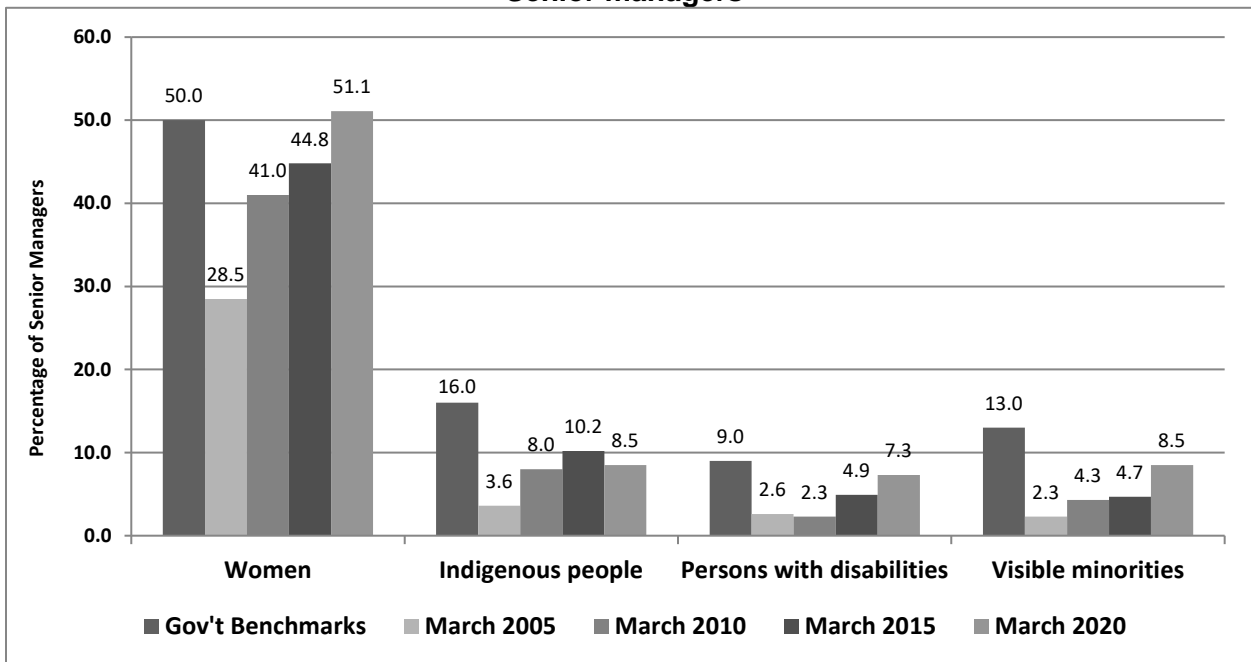
For information on 2019/20 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 26. Other activities supporting an inclusive, respectful work environment are noted under the Activities/Results of the Policy, Programs and Learning Branch on page 16.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2020.

All employees⁵



Senior managers⁶



⁵ Includes regular, term, technical and departmental positions (active and inactive).

⁶ Includes regular, term and technical positions (active and inactive).

THE PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT

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

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

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

The following is a summary of disclosures received by the Civil Service Commission in 2019/2020:

Information Required Annually (per Section 29.1 of PIDA)	Fiscal Year 2019/20
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	One disclosure was received. The disclosure was acted upon by referring it to the Manitoba Ombudsman.
The number of investigations commenced as a result of a disclosure. Subsection 29.1(2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

INTRODUCTION ET APERÇU

Structure du rapport

Le rapport annuel suit la structure des crédits de la Commission de la fonction publique, tel qu'il est indiqué dans le Budget des dépenses principal de la Province du Manitoba pour l'exercice terminé le 31 mars 2020. Il comprend des renseignements sur les objectifs stratégiques de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits. Il fournit également un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

Rôle de la Commission de la fonction publique

La Commission de la fonction publique est chargée de la gestion efficace des ressources humaines au sein du gouvernement et représente l'intérêt public dans l'administration de la Loi sur la fonction publique et de ses règlements d'application. En exerçant ses responsabilités, la Commission veille à ce que le recrutement et la sélection des fonctionnaires soient fondés sur le mérite, l'équité et la justice et à ce que les candidats sélectionnés répondent aux exigences du gouvernement en matière de prestation de services.

La Commission fournit des conseils stratégiques en matière de ressources humaines et des services directs de ressources humaines à tous les ministères du gouvernement du Manitoba. La Commission fournit également un leadership et des services dans le domaine de la gestion du personnel en élaborant des politiques et des programmes de ressources humaines pour recruter et conserver une main-d'œuvre qualifiée et représentative.

Vision

Offrir des services publics de la plus grande qualité grâce à une main-d'œuvre dévouée et représentative.

Mission

Offrir du leadership et des services en matière de ressources humaines qui assureront la stabilité de la fonction publique et inspireront ses employés.

La Commission de la fonction publique assume ses responsabilités conformément aux valeurs que partagent tous les employés du gouvernement du Manitoba :

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

Objectifs

Les politiques, programmes et services de la Commission visent :

- à ce que notre précieuse fonction publique reste un milieu de travail attirant, engagé et productif;
- à améliorer un lieu de travail inclusif et respectueux;
- à renforcer la gestion stratégique des ressources humaines.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board (“the board”) is constituted under subsection 4(1) of The Civil Service Act and consists of not less than three and no more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members constitute a quorum for any business of the board.

Board Members

Robert Pruden, Chairperson/Citizen Member
Russell Malkoske, Citizen Member
Yvonne Pompana, Citizen Member
Brian Stewart, Citizen Member
Charlene Paquin, Civil Service Commissioner

The Secretary to the Civil Service Commission Board provides functional guidance and staff support for all 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 and monitoring delegated statutory authority through an audit process
- monitoring and supporting 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 the Minister responsible for the civil service and the commissioner on human resource management matters that fall 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 Act, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

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 excluded employees and bargaining unit employees following the selection grievance process
- disciplinary appeals from excluded employees following the grievance process
- appeals on alleged violations of the Act
- conflict of interest appeals from government employees
- 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 2019/20

During 2019/20, the board met on a regular basis to review matters and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2017/18	2018/19	2019/20
Submissions:			
Staffing Audit Report(s)	2	1	1
Diversity/Employment Equity Audit Report(s)	4	6	-
Staffing Delegation	6	4	9
Human Resource Policy Approval	-	1	-
Other	6	2	2

The board maintains an overview of 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.

Appeals	Fiscal Years		
	2017/18	2018/19	2019/20
Initiated	13	6	3
Carried over from previous year ⁷	17	18	12
Withdrawn	7	8	7
Granted	1	1	1
Denied	4	2	2
Carried over to next fiscal year	18	12	5

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 of decisions for reference by individual appeal boards and parties to an appeal. A number of appeals are 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 2019/20	Carried from 2018/19	Withdrawn	Granted	Denied	Carried to 2020/21
Classification	1	10	5	-	1	5
Selection	1	1	1	1	-	-
Conflict of Interest	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-
Over-Range	-	-	-	-	-	-
Dismissal	-	1	-	-	1	-
Administrative Review	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-
Disciplinary Action	1	-	1	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-
	3	12	7	1	2	5

⁷ 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

Executive Support provides management direction and coordination for Civil Service Commission programs, advises government on internal human resource issues, 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 government, through the minister responsible, on internal human resource management issues
- 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 regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

Activities

- through the program areas of the commission, provide comprehensive human resource management services, policies and programs consistent with The Civil Service Act and government policy, and support for government and departmental 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
- oversee the continuous improvement of human resource services in government to strengthen the coordination of human resource activities, and to focus on corporate priorities while being responsive to departmental needs
- manage and direct the executive functions of the commission and the development of strategic initiatives and programs
- manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals
- provide consultation and advice to executive government management

1(a) EXECUTIVE SUPPORT

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	521	4.00	477	44	
Other Expenditures	54		62	(8)	
Total Sub-appropriation	575	4.00	539	36	

POLICY, PROGRAMS AND LEARNING

Overview

Policy, Programs and Learning leads the development and implementation of legislation, policies, programs and initiatives that advance the transformation of the Manitoba government's public service culture and support the continued attraction, recruitment and development of a respectful, ethical, diverse, inclusive and engaged public service. The branch also provides learning and development opportunities that enable employees to maximize their potential and become more effective and innovative in their work.

The branch is responsible for data analysis and statistical reporting functions that support the development and implementation of strategic human resource policies, programs and services, including workforce planning and renewal, and employee engagement.

Objectives

The objectives of Policy, Programs and Learning are to:

- advance the transformation of the Manitoba government's public service culture and promote a work environment that is safe, respectful and free from all forms of harassment
- increase innovation across the public service and enhance the effectiveness and capacity of leaders and employees to respond to and deliver on government's commitments
- enhance data analysis and statistical reporting functions to inform the development and implementation of strategic human resource policies, programs and services, including employee engagement initiatives, workforce planning and renewal
- build and maintain a diverse and engaged workforce and provide leadership and support to departments in creating a positive, inclusive and ethical work environment

Activities/Results

- promote diversity, inclusion and accessibility to build representative, inclusive and engaging workplaces throughout government
 - supported the development and implementation of the 2019 and 2020 Manitoba Government Accessibility Plan (MGAP)
 - reported on the results of the 2018 Employee Engagement Survey in the first quarter of fiscal year 2019/20 and implemented a government-wide action plan that included supplying departments with tools and resources to enhance engagement as well as the identification of engagement leads to coordinate follow-up conversations and activities within departments
 - partnered with various employee network resource groups to deliver numerous learning events to celebrate and acknowledge days of significance, in promotion of diversity in the workplace
 - engaged three new Indigenous service providers to develop and deliver training on Truth and Reconciliation
 - furthered the design and development of eLearning modules in response to Call to Action #57 of the Truth and Reconciliation Commission
 - worked with the Human Resource Operations division and client departments to engage in outreach activities throughout the province to promote careers in the Manitoba government

- participated in 11 career fairs and delivered 31 information sessions to job seekers, which included 25 different organizations
 - supported the Manitoba government in being named as one of Canada's Best Diversity Employers, as one of Canada's Top Employers for Young People, and as one of Manitoba's Top Employers for 2020
 - received an Award to showcase the Manitoba government's inclusive and diverse workforce from the Manitoba Supported Employment Network in celebration of Disability Employment Awareness Month
 - continued to support individuals in understanding their responsibility to create a positive, inclusive and respectful working environment while providing resources and supports to ensure awareness and understanding of the Manitoba government's respectful workplace policy:
 - 1,741 individuals completed online Respectful Workplace and Harassment Prevention training. Initiated development of an updated online course.
 - eliminated tuition fees for Respectful Workplace and Harassment Prevention training workshops. 1,818 individuals completed Building Respectful Workplaces for Employees (one-day workshop) and 801 individuals completed Building Respectful Workplaces for Managers (two-day workshop)
- promote a culture of accountability and high ethical standards across government
 - advanced work to strengthen the Manitoba government's ethical framework, including the implementation of a *Manitoba Government Code of Conduct* to replace the previous *Values and Ethics Guide*
 - supported the development of a government-wide communication on the importance of reporting misconduct, including the policies, mechanisms and protections available to all employees when they report
 - participated on the interdepartmental working group for Regulatory Accountability
 - audited staffing practices of delegated organizations/departments to ensure compliance with delegation agreements
 - completed one audit of staffing practices of organizations/departments with delegated staffing authority
 - began work to identify ways to integrate reporting related to diversity and inclusion into The Public Service Act
 - continued to support the work of the Deputy Ministers' Human Resource Excellence Committee to advance the transformation of public service culture while sustaining existing foundational values, ethics and guiding principles
- foster a culture of learning and innovation through programming and services aligned with departmental priorities and public service transformation goals
 - piloted the Learning Fund to support specialized and innovative professional development opportunities for employees that are job-specific and address organizational needs. In 2019/20,

732 individual and 250 group applications were approved.

- launched a new workshop in Innovative Thinking
- partnered with InVision Edge in the delivery of Innovation Engineering Training
- partnered with PROSCI Canada in the delivery of Change Management Certification
- enhanced the learning management system and Learning Portal for greater usability by government employees
- developed new tools to support meaningful and constructive performance development conversations between supervisors and employees and initiated a pilot to test the tools with volunteers from across the Manitoba government
- hosted the 56th Annual Public Service Commissioners Conference, an annual gathering of Federal/Provincial/Territorial counterparts to the Civil Service Commissioner
- enhance leadership capacity at all levels through training and development programs
 - launched a new two-year internship program called the Leaders in Training Program (LTP) to recruit and develop individuals interested in pursuing a leadership role in the public service
 - provided facilitation support to departments undergoing strategic planning and realignment of programs to government transformation goals
 - in partnership with York University's Schulich Executive Education Centre, delivered an intensive Executive Leadership Development program to all Deputy and Assistant Deputy Ministers
 - launched a Senior Leadership program for all leaders who report to an Assistant Deputy Minister or equivalent
 - partnered with Treasury Board Secretariat in the delivery of Balanced Scorecard training
- introduce a new Public Service Act that reflects the principles, values and needs of a modern public service, and strengthen relationships and alignment with public organizations beyond core government
 - developed, drafted and introduced legislation to replace The Civil Service Act and establish the foundation for the future of Manitoba's public service
 - enabled a modern approach to government workforce management and set out foundational principles including diversity, inclusion, ethics and integrity
 - provided an integrated and responsive way of leading the public service and enhancing alignment by going beyond core government to include the broader and allied public sector
 - initiated work to establish a policy and regulatory framework to support the implementation of The Public Service Act
- inform departments and employees about their rights and responsibilities under The Public Interest Disclosure (Whistleblower Protection) Act and provide support to the Manitoba government's "designated officers" in addressing disclosures and undertaking investigations

- communicated the protections and roles and responsibilities provided under The Public Interest Disclosure (Whistleblower Protection) Act to all departments and employees via an annual memo
- initiated work to enhance training and supporting resources for Designated Officers under The Public Interest Disclosure (Whistleblower Protection) Act who support disclosures in the Manitoba government to ensure continued understanding of their roles and responsibilities, and guidance on how to undertake investigations
- conduct data analysis and statistical reporting to inform strategic human resource policy and program delivery and support workforce planning and renewal activities
 - completed the analysis of the 2018 Employee Engagement Survey results and supported the release of final reports
 - collaborated with other jurisdictions on various projects related to HR metrics, data analytics, and surveys, including employee engagement
 - continued to explore innovative ways to improve reporting capacity

1(b) POLICY, PROGRAMS AND LEARNING

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,444	30.00	2,602	(158)	
Other Expenditures	3,336		2,796	540	
Less: Recoverable from other Appropriations	(1,172)		(1,336)	164	
Total Sub-appropriation	4,608	30.00	4,062	546	1

Explanation:

- *The over-expenditure is attributed to the Learning fund initiative.*

HUMAN RESOURCE OPERATIONS

Overview

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, including:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee training and development
- support services for the management of employee illness or injury

Human Resource Operations is divided into six service centres and is supported by the Coordination and Innovation Branch as reflected in the organization chart on page 1.

Objectives

The objectives of Human Resource Operations are to provide direct human resource services that support good citizen service and that enable the Manitoba government to:

- support government transformation initiatives
- implement staffing strategies that meet the needs of departments
- build representative, respectful and satisfying workplaces
- develop talent and organization capacity to its full potential

Activities/Results

- implement and maintain a vision, mandate and values relating to the delivery of human resource services aligning with a whole-of-government perspective
- manage the recruitment and selection function
 - conducted outreach activities to attract applicants for specific job categories and for regional positions
 - conducted 759 competitions for which there were 29,469 applicants of which 4,361 were interviewed (for additional detail see Appendix D on page 50)
 - completed 1,060 appointments
 - provided information on the recruitment process and feedback to applicants
- ensure compliance with all Manitoba government policies and practices
 - conducted formal investigations⁸ involving the establishment of an investigation team with representatives of human resources and management of the department

⁸ These investigations do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act, as these are reported by departments in separate annual reports.

Table 1 - 2019/20 Summary of Investigations⁹					
Allegation Type	Number of Investigations	Number of Allegations¹⁰	Number of Respondents¹¹	Number of Substantiated Allegations¹²	Number of Unsubstantiated Allegations
Sexual Harassment	24	32	29	20	12
Harassment / Bullying	73	110	91	57	53
Other forms of misconduct ¹³	194	275	229	211	64
Totals	291	417	349	288	129

- o supported public reporting related to instances of sexual harassment and the outcomes of sexual harassment investigations

Table 2 - 2019/20 Summary of Complaints related to Sexual Harassment	
Number of Complaints ¹⁴ Received	25
Number of Investigations ¹⁵ Completed	24
Number of Substantiated Allegations ¹⁶	20
Number of Unsubstantiated Allegations	12

⁹ Investigations are conducted formally and involve the establishment of an investigation team with representatives from human resources and management of the department. The counts of investigations completed do not include any investigations in progress at the end of the fiscal year. Investigations in this summary also do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act.

¹⁰ An investigation may involve more than one allegation and may also have overlap in the types of allegations.

¹¹ The counts of respondents investigated do not include any respondents from investigations in progress at the end of the fiscal year.

¹² Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes.

¹³ Other forms of misconduct may include, but not be limited to, behaviour such as attempted fraud, conflict of interest or other inappropriate conduct.

¹⁴ Complaints may involve more than one allegation and may also have overlap in the types of allegations.

¹⁵ Investigations are conducted formally and involve the establishment of an investigation team with representatives from human resources and management of the department. The counts of investigations completed do not include any investigations in progress at the end of the fiscal year.

¹⁶ Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes (see Table 3).

Table 3 - 2019/20 Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints	
Outcomes	Numbers
Training / education ¹⁷	10
Mediation ¹⁸	2
Disciplinary action ¹⁹	10
Totals²⁰	22

- support and apply human resource practices that advance diversity and inclusion goals
 - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
- ensure that SAP data integrity is maintained and that the functionality is utilized to the fullest extent
 - maintained employee and payroll records for all Manitoba government employees on behalf of all government departments and maintained comprehensive payroll, benefits and attendance information on the corporate human resource/payroll system (SAP)
- ensure the development and training of operational staff reflects current knowledge and is consistent with government priorities
- provide advice and assistance on accommodation matters and return to work planning for ill or injured employees
- provide advice to executive management on the full range of human resource matters, interpret policies, assess current circumstance and future consequences and provide recommendations that are prudent, fair and fully informed
- align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably
 - participated in organizational design consultations and related activities both for clients and within human resources
 - continued the allocation of resources for delivery of advisory and consultant services to strengthen the respectful workplace framework within government

¹⁷ Training/education may be informal or formal and could include, but not be limited to, workshops, policy review, and other related follow-up.

¹⁸ Mediation may be informal or formal and could include, but not be limited to, externally or internally facilitated processes.

¹⁹ Disciplinary action may include a range of progressive, corrective actions, up to and including dismissal.

²⁰ Numbers may not align to those provided in Table 1 due to the possibility of multiple outcomes per substantiated allegation.

- support innovation in human resource service delivery through the coordination of divisional projects and initiatives aligned with the priorities of the division, department and government
 - launched the Idea to Implementation initiative, providing employees with a platform to advance ideas to streamline and modernize human resource operational service delivery

1(c) HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	13,327	185.50	13,973	(646)	
Other Expenditures	1,110		1,177	(67)	
Less: Recoverable from other Appropriations	(279)		(333)	54	
Total Sub-appropriation	14,158	185.50	14,817	(659)	1

Explanation:

- *The under-expenditure is attributed to expenditure management measures.*

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, equity and employee development (IEED) programs enable government to recruit and develop employees and future leaders in support of government needs and diversity and inclusion objectives. IEED programs provide distinct training and development opportunities related to the skills and abilities required in the public service, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

The Diversity and Inclusion Unit within the Policy, Programs and Learning Branch is responsible for the development, management and administration of these programs.

Objectives

Develop and administer internship, equity and employee development programs that support recruitment, retention, employee engagement, and a diverse and inclusive public service.

Activities/Results

- deliver programs that recruit and develop leaders and staff, responding to organizational needs and employment policies, including those that promote a representative and sustainable workforce
 - Career Gateway Program to recruit job-seekers from employment equity groups
 - Project SEARCH to provide work experience for high school students with intellectual disabilities
 - Volunteers in Public Service to provide work experience for visible minorities and immigrants
 - Leaders in Training Program to recruit future public service leaders
- provide leadership and support to departments in the development and implementation of diversity, inclusion and employment equity plans, programs and initiatives
- assess and provide recommendations regarding diversity, inclusion and employment equity reports for departments
- partner with departments, other levels of government, post-secondary institutions and external employment service agencies to support integrated work experiences for individuals facing multiple employment barriers
 - attended 11 career fairs to promote careers within the civil service
 - held information sessions with 25 different organizations to promote working for the Manitoba government
- co-ordinate and deliver education and awareness initiatives to build awareness and promote the value of diversity and inclusion in the workplace
 - jointly coordinated three learning events with the Canadian Museum for Human Rights to recognize and celebrate National Indigenous Peoples Day and International Day of Persons with Disabilities - 327 employees attended these events which included tours of the museum
 - participated in the 32nd annual PRIDE parade, an annual event that celebrates Winnipeg's gender, sexual and relationship diverse communities

- support government employee network resource groups in establishing, sustaining and promoting network participation, engagement events and activities
 - launched a new Data Science Network to create a shared learning community of data science experts and enthusiasts whose work influences innovation in the Manitoba government

Participation rates for ongoing programs are as follows:

Internship, Equity and Employee Development Programs	Total participants in the program ²¹	Participants hired into government positions	Number of program participants in 2019/20 ²²
Internship Programs			
Leaders in Training Program:			
General Stream	6	N/A	6
Financial Stream	4	N/A	4
Placement Programs			
Career Gateway Program ²³	695	533	14
Placement Stream	402	240	10
Referral Stream	293	293	0
Work Experience Program			
Volunteers in Public Service Program ²⁴	113	47	14
Project SEARCH	87	33 ²⁵	11
Employee Development Programs			
Diversity Employee Development Program (DEDP) ²⁶	123	N/A	16

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 46.

²¹ Represents current number of participants since program inception

²² Includes participants continuing with the program during the fiscal year

²³ Includes participants from the Career Gateway Program for Members of Visible Minorities (CGP) and Career Assistance Program for Persons with a Disability (CAP-PWD) which started in 2004 and 2001 respectively and had 272 and 173 participants in total. 247 and 125 participants were subsequently hired into government positions, respectively. CGP-VM and CAP-PWD were incorporated into the new Career Gateway Program in 2013; also includes 53 participants who came through the Special Initiatives Stream, five of whom were subsequently hired into government positions

²⁴ Excludes work experience placements for students of educational and training programs administered by MB4Youth

²⁵ Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by Manitoba Education and Training

²⁶ Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD), which started in 1996 and 2011, respectively and were redesigned and incorporated into the Diversity Employee Development Program in 2013

1(d) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	692	28.00	1,323	(631)	
Other Expenditures	29		86	(57)	
Less: Recoverable from other Appropriations	(206)		(736)	530	
Total Sub-appropriation	515	28.00	673	(158)	

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Overview

The Employee and Family Assistance Program (EFAP) provides voluntary, confidential, short-term counselling services to Manitoba government employees and 20 other public service organizations under fee-for-service contracts. The purpose of the program is to help employees and their families with problems impacting their home and work life.

Objectives

Objectives of the EFAP are to:

- foster and maintain the well-being and mental health of employees and their families by providing voluntary and confidential counselling services to individuals experiencing problems that impact 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 EFAP are categorized into four broad types:

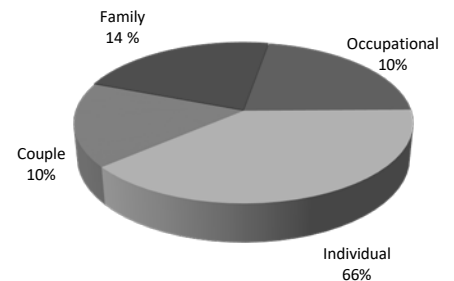
- provide counselling to employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work

In 2019/20, a total of 2,093 cases were addressed by counsellors, a decrease of 13 cases from the previous year

The pie chart demonstrates the breakdown of new counselling cases by category

- provide specialized clinical services

Breakdown of new counselling cases by problem category



	2019/20	
	Number of new cases	Number of employees involved
Clinical Services		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	9	10
Trauma management (consultations, critical incident debriefing, individual counselling)	133	687
Sexual harassment (consultations, counselling, post-investigation debriefings)	0	0

- Conduct outreach to employees to make them aware of the services available through EFAP and encourage them to seek EFAP services if needed. In 2019/20 EFAP:
 - delivered 11 information sessions attended by 218 employees
 - provided 29 presentations on a variety of mental health and wellness topics e.g. resilience, building emotional intelligence, change transition with 1389 employees in attendance
- address requests for advice from managers on a variety of topics:
 - conducted 203 consultations

The majority of counsellors' time is spent counselling employees or their immediate family members. Approximately 86% of services are provided within the Manitoba government with the remaining 14% provided under fee-for-service contracts to other public service organizations.

In 2019/20, a total of 3,955 individual employees or their immediate family members received EFAP services.

1(e) EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	504	8.00	733	(229)	
Other Expenditures	65		76	(11)	
Less: Recoverable from other Appropriations	(132)		(129)	(3)	
Total Sub-appropriation	437	8.00	680	(243)	1

Explanation:

- *The under-expenditure is attributed to vacancies.*

LABOUR RELATIONS

Overview

Labour Relations provides a complete range of employee and labour relations and total compensation services, within and outside the civil service. Services are provided in support of the Civil Service Commission, Treasury Board, government negotiators, human resource practitioners, department management and external public sector organizations.

Labour Relations is composed of two branches, the Compensation Services Branch and the Negotiation Services Branch.

Compensation Services is responsible for developing policy and plan design for compensation and benefits, and for negotiating and administering the provision of benefits through service providers on behalf of core government (civil service) and other public sector organizations. This includes providing public sector compensation co-ordination, research and consultative services, central administrative and negotiation services for government-wide benefits and insurance programs, and advice and guidance to government on emerging compensation issues.

Negotiation Services provides strategic labour relations advice and expertise to both core government (civil service) and other entities including select crown corporations and government agencies and commissions. This includes interpretation of current collective agreement language, contract administration, proposal writing, lead negotiation services, research and analytical services, and costing. The branch also conducts training sessions for human resource staff and management on labour relations topics, supports human resource staff and department leaders when planning workplace changes, and represents the employer in grievance handling and other tribunals and labour arbitration proceedings.

Objectives

The objectives of Labour Relations are to:

- provide support to enable the Manitoba government to:
 - negotiate collective agreements
 - interpret and apply the terms of collective agreements
 - implement strategic workplace changes and transformation
 - administer job classification and employee benefits programs
 - implement collective agreements and total compensation
- recommend and provide compensation, employee and labour relations strategic advice to government

Activities/Results

- represent the employer in collective agreement negotiation and administration for bargaining units including:
 - The Manitoba Government and General Employees' Union (MGEU) (Government Employees Master Agreement)
 - The Manitoba Association of Crown Attorneys (Manitoba Crown Attorneys Agreement)
 - The Legal Aid Lawyers' Association (Legal Aid Lawyers' Agreement)
 - The Manitoba Association of Government Engineers (Manitoba Professional Engineers Agreement)
 - MGEU (Child and Family Services Support Workers Agreement)

- MGEU (Manitoba Housing Agreement)
- International Union of Operating Engineers (IUOE) (Manitoba Housing Agreement)
- Canadian Union of Public Employees (CUPE) (Child and Family Services Agreement)
- MGEU (Addictions Foundation of Manitoba Agreement)
- MGEU (Manitoba Agricultural Services Corporation – two agreements)
- MGEU (Liquor and Gaming Authority of Manitoba Agreement)
- MGEU (The Manitoba Centennial Centre Corporation Agreement)
- International Alliance of Theatrical Stage Employees (IATSE) (Manitoba Centennial Centre Corporation Agreement)

2019/20 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2019/20	Negotiations Carried from 2018/19	Agreements Reached in 2019/20	Negotiations Carried to 2020/21
14	11 ²⁷	1	1	12 ²⁸

- represent the employer in grievance handling and other tribunals, including Manitoba Labour Board, Manitoba Human Rights Commission, Civil Service Commission Board and labour arbitration proceedings:
 - Manitoba Labour Board – one case
 - Manitoba Human Rights Commission – one case
 - Labour Arbitration proceedings and binding mediation – 64 new cases filed for arbitration, 32 scheduled arbitrations were carried forward from 2018/19;
 - 4 proceeded to arbitration hearing,
 - 3 proceeded to binding mediation,
 - 17 were resolved prior to scheduled hearing, and
 - 42 have hearing dates scheduled in 2020/2021
 - Civil Service Commission Board Appeals – see Board Activities on page 12
 - The Public Interest Disclosure (Whistleblower Protection) Act – none.
 - Grievances
 - 187 grievances were carried forward from previous fiscal years,
 - 217 new grievances were opened, and
 - 161 closed

²⁷ For this summary, MGEU Corrections was included with Government Employees' Master Agreement.

²⁸ A retroactive agreement was reached and a new round of negotiations began in 2018/19.

- provide employee and labour relations services, workforce change support and strategic advice to government, including human resource staff and management
- conduct workshops for human resource staff and management on various labour relations topics
 - eleven workshops were delivered and approximately 429 people participated
- provide central administrative and negotiation services for government-wide benefits and insurance programs in accordance with collective agreements, legislation and human resource policies (ex. Civil Service Superannuation Plan, the Public Service Group Insurance Plan and the Teachers' Pension Plan).
 - negotiated with the Superannuation and Insurance Liaison Committee, and jointly recommended changes to The Civil Service Superannuation Act. Provided support for Bill 43: The Civil Service Superannuation Amendment Act
 - re-negotiated the contract for provision of the Peripheral Long Term Disability plan for non-core government agencies
 - engaged with the Superannuation and Insurance Liaison Committee regarding options for the Public Service Group Insurance Plan surplus
- administer the government's job classification program, including the evaluation of all job classification requests:
 - 899 classification requests were received and evaluated in 2019/20. The average time for Compensation Services to complete a review was 48 calendar days
 - continue to modernize the classification system to better reflect the types of jobs in government and introduce a new job evaluation tool. Completed evaluation of all executive roles using the new system.
 - initiated a review of the classification structure and job evaluation systems, compensation practices, and spans and layers across the public service.
- provide public sector compensation co-ordination, research and consultative services:
 - maintain and expand compensation and benefits information management systems
 - provide support in the form of research and costing related to the negotiation of various collective agreements
 - implement pay schedules and benefits for all agreed to collective agreements
 - exchange information with a variety of local and national employers (ex. conducted three surveys and responded to 34 surveys from other employers)
 - provide advice and guidance to government on emerging compensation issues including public sector executive compensation, benefits administration and public sector pension legislation and reforms

1(f) LABOUR RELATIONS

Expenditures by Sub-appropriation	Actual 2019/20 \$(000s)	FTEs	Estimate 2019/20 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,541	21.00	2,258	283	
Other Expenditures	482		482		
Total Sub-appropriation	3,023	21.00	2,740	283	1

Explanation:

1. *The over-expenditure is due to the new launching project in 2018/19 – Classification Modernization Project.*

COMPTROLLER'S DIVISION AND CORPORATE SERVICES DIVISION

(MANITOBA FINANCE, EXECUTIVE COUNCIL, CROWN SERVICES, CENTRAL SERVICES AND CIVIL SERVICE COMMISSION)

Overview

Shared service support is provided to the Civil Service Commission from two branches:

The Comptroller's Division, Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to Manitoba Finance, the Civil Service Commission, Crown Services, Central Services and Executive Council.

The Corporate Services Division, Information Communication Technology (ICT) Shared Services provides guidance and effective management of ICT investments for the Civil Service Commission and Manitoba Finance.

FINANCIAL INFORMATION SECTION

Part A – Operating Expenditure

Civil Service Commission

RECONCILIATION STATEMENT

DETAILS	2019/20 ESTIMATES
2019/20 MAIN ESTIMATES	23,511
2019/20 ESTIMATE	23,511

Note: The estimate of \$23,511 is derived from the 2019/20 Printed Estimate (\$22,161) plus an allocation of \$1.350M from Internal Service Adjustments (26-2) for the Learning Fund [TB4C/2019 Item17a].

Expenditure Summary by Sub-Appropriation

For the fiscal year ended March 31, 2020 with comparative figures for the previous fiscal year (\$000s)

Estimate 2019/20	Appropriation	Actual 2019/20	Actual 2018/19	Increase (Decrease)	Explanation Number
	17- 1 CIVIL SERVICE COMMISSION				
	(a) Executive Support				
477	Salaries and Employee Benefits	521	470	51	
62	Other Expenditures	54	75	(21)	
	(b) Policy, Programs and Learning				
2,602	Salaries and Employee Benefits	2,444	2,583	(139)	
2,796	Other Expenditures	3,336	929	2,407	
(1,336)	Less: Recoverable from other appropriations	(1,172)	(983)	(189)	
	(c) Human Resource Operations				
13,973	Salaries and Employee Benefits	13,327	13,308	19	
1,177	Other Expenditures	1,110	1,145	(35)	
(333)	Less: Recoverable from other appropriations	(279)	(464)	185	
	(d) Internship, Equity and Employee Development				
1,323	Salaries and Employee Benefits	692	667	25	
86	Other Expenditures	29	6	23	
(736)	Less: Recoverable from other appropriations	(206)	(283)	77	
	(e) Employee and Family Assistance Program				
733	Salaries and Employee Benefits	504	739	(235)	
76	Other Expenditures	65	70	(5)	
(129)	Less: Recoverable from other appropriations	(132)	(131)	(1)	
	(f) Labour Relations				
2,258	Salaries and Employee Benefits	2,541	2,374	167	
482	Other Expenditures	482	631	(149)	
23,511	Total Expenditures	23,316	21,136	2,180	

Explanation:

- The increase in expenditure is attributed to the Learning fund initiative.

Revenue Summary by Source

For the fiscal year ended March 31, 2020 with comparative figures for the previous fiscal year (\$000s)

Actual 2018/19	Actual 2019/20	Increase (Decrease)	Source	Actual 2019/20	Estimate 2019/20	Variance	Expl. No.
OTHER REVENUE							
19	21	2	Sundry *	21	21	-	
19	21	2	Subtotal	21	21	-	
GOVERNMENT OF CANADA							
0	0	-	Canada School of Public Service	0	5	(5)	
0	0	-	Subtotal	0	5	(5)	
19	21	2	Total	21	26	(5)	

* Sundry revenue is made up of revenue from the Employee and Family Assistance Program services to external clients, as well as miscellaneous revenue.

* Government of Canada Revenue variance is due to organizational changes within Canada School of Public Service (CSPS) and decreased demand from external providers. No actual revenue was collected in the past few years.

Five-Year Operating Expenditure and Staffing Summary by Main Appropriation

For the fiscal years ended March 31, 2015 to March 31, 2020 *

Main Appropriation	2015/16		2016/17		2017/18		2018/19		2019/20	
	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s
17- 1 Civil Service Commission	309.00	20,687	309.00	21,532	307.00	20,980	300.00	21,214	277.50	23,394
Total	309.00	20,687	309.00	21,532	307.00	20,980	300.00	21,214	277.50	23,394

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

PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2019/20 reporting year. Since 2006, all Manitoba government departments have included a standardized Performance Measures section 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 <https://www.gov.mb.ca/finance/publications/performance.html>.

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 2019/20 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 Manitoba government, by measuring participation in a number of major development initiatives	<p>Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore, it is a key component in a sustainable workforce.</p> <p>The level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the Manitoba government.</p>	<p>Total participants as of March 31, 2006:</p> <p>Certificate in Public Sector Management Program (CPSM) – n/a²⁹</p> <p>Executive Leadership Program (ELP) (new in 2019/20)</p> <p>Senior Leadership Program (SLP) (new in 2019/20)</p> <p>Leaders in Training Program, General</p>	<p>Total participants as of March 31, 2019: 434</p> <p>CPSM – 307 have completed the program since inception.</p> <p>ELP – 82 participants</p> <p>SLP – 97 participants</p> <p>LTP-GS – 6</p>	<p>Increases are anticipated for most indicators.</p> <p>To be determined as this is the first intake.</p>	

²⁹This program was introduced subsequent to March 31, 2006. Please refer to program details in Appendix C

		Stream (LTP-GS) – n/a Leaders in Training Program, Financial Stream (LTP-FS) – n/a	LTP-FS – 4	To be determined as this is the first intake.	
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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 2019/20 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
		<p>Essentials of Supervision Certificate Program (EOS) – n/a³⁰</p> <p>Office Professionals Certificate Program (OPCP) – 166 have completed the program.</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a³⁵</p> <p>Enterprise Talent Management (ETM) – n/a³⁵</p>	<p>EOS – 187 have completed the entire certificate program, and there have been 6,183 individual course completions in the program components.</p> <p>OPCP – 250 have completed the program, which was replaced with the new Certificate in Public Sector Office Administration (CPSOA).</p> <p>CPSOA – 55 have completed the program.</p> <p>40 participants completed assessment and development discussions.</p>	<p>The OSCP program has been discontinued.</p> <p>The CPSOA program has been discontinued.</p> <p>The ETM program is no longer active.</p>	

³⁰ These programs were introduced subsequent to March 31, 2006. Please refer to program details in Appendix C.

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 2019/20 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 approximately every two years	Employee engagement is critical to the Manitoba government's ability to achieve its priorities and improve outcomes for Manitobans.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%	<p>From the 2018 employee engagement survey, the engagement index for the Civil Service Commission was 59.6%.</p> <p>The majority of the CSC's scores were higher than the average for the Manitoba government.</p>	Overall employee engagement is slightly lower than in previous surveys, but remains higher than the Manitoba government average.	<p>The 2018 Employee Engagement Survey was conducted between November 13, 2018 and December 4, 2018.</p> <p>95.6% of all active CSC employees participated in the survey. This was the second highest response rate of all departments.</p>
Progress towards achieving the government's equity and diversity goals. The percentage of employees who indicate their department values diversity will be measured from the employee engagement survey	The CSC is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee engagement survey: 65.0% of employees agreed that their department values diversity.	<p>From the 2018 employee engagement survey, 60.2% of employees agreed that their department values diversity.</p> <p>Also in the 2018 survey, 66.4% of employees agreed that they were treated respectfully at work.</p>	The 2018 scores declined from 2015, but remained higher than, or matched, the scores from the 2013 employee engagement survey.	

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 2019/20 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 meet the needs of individuals and organizations within the public service, by measuring the number of employees in the Manitoba government 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, government-wide transformation initiatives, and the ability to harness our talent. Training services are demand-driven.</p> <p>The 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 Manitoba government employees.</p>	<p>Data for fiscal year 2005/2006:</p> <p>6,470 participants, including employees within the Manitoba government and external participants attended in-person training workshops or in-department development events delivered by OSD.</p> <p>The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with greater cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.</p>	<p>Data for fiscal year 2019/20:</p> <p>3,962 employees within the Manitoba government attended in-person training workshops or in-department development events delivered by OSD.</p> <p>There were 17,452 online course completions in 2019/20, as well as 463 participants in webinars and virtual workshops.</p>	<p>Workshop attendance is gradually decreasing in line with the strategic goal to increase the proportion of training delivered through eLearning modes.</p> <p>A significant increase in workshop participation resulted from the elimination of tuition fees for Respectful Workplace training in 2019/20 and prioritization of this training.</p>	<p>The 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 Indigenous people. The 2005/06 enrolment counts also include external participants.</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 or Conservation and Climate 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 payday of the fiscal year for this annual report. Included in this category are seasonal employees subject to recall and various leaves including: long term leave, special leave, educational leave, maternity leave, adoptive leave, parental leave, apprenticeship leave, compassionate care leave, electoral leave, long term disability and suspension
Internal	Individuals currently employed in the civil service
Regular employee	Employees who carry out and occupy a continuing function in a Manitoba government program and who have all the rights and privileges of permanent status
Senior managers	Deputy Ministers, Executive Officers, Senior Managers, Senior Officers, Senior Engineering Managers and Senior Legal Officers
Term employee	An employee appointed for a specific term of employment where the term is based on either: a specific period of time; the completion of a specific job; or, the occurrence of a specified event
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 The Civil Service Act

Appendix B – Total Number of Civil Service Employees at March 31st

	Fiscal Year		
	2017/18	2018/19	2019/20
Number of Civil Service Employees	13,721	12,839	12,371
By Department for 2019/20			
Department	As at March 31, 2020		
Offices of The Legislative Assembly	151		
Executive Council	38		
Agriculture and Resource Development	543		
Civil Service Commission	235		
Central Services	729		
Conservation and Climate	554		
Crown Services	11		
Economic Development and Training	448		
Education	312		
Families	1,759		
Finance	796		
Health, Seniors and Active Living	1,190		
Indigenous and Northern Relations	66		
Infrastructure	1,267		
Justice	3,817		
Municipal Relations	357		
Sport, Culture and Heritage	98		
Total	12,371		

Appendix C – Recruitment, Development and Retention Programs

Internship, Equity and Employee Development:

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

Leaders in Training Program (LTP)

The LTP was established in 2019 to replace the previous Management Internship Program and Manitoba Diversity Internship Program. The program is designed to proactively recruit and develop individuals interested in pursuing a leadership role in the public service. The program provides an extensive orientation to government, relevant training and rotational work assignments through a 2-year internship.

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

Career Gateway Program (CGP)

The program was redesigned in May 2013 to recruit and introduce Indigenous people, visible minorities or persons with disabilities to the systems and processes of government. The CGP provides eligible candidates with opportunities to develop skills and experience so that they may successfully compete for a career within the Manitoba government or be appointed upon satisfactory performance. The program has two streams – Placement and Referral.

Under the Placement stream, the commission provides Full Time Equivalents (FTEs) and/or funding to departments which enables term employment during placements of three (most common) to 24 months. Through the Referral stream, the program refers pre-screened candidates to departments with ongoing competitions or anticipated vacancies for which the individuals either compete, or are directly appointed if there are no other qualified applicants.

Diversity Employee Development Program (DEDP)

This program was launched in 2013/14, with the first program intake occurring in February 2014. This is a one-year development program for existing regular employees of the government who have demonstrated leadership potential and who self-declare as an Indigenous person, a visible minority, or a person with a disability.

Employee Networks Supporting Engagement and Development:

New Professionals Network (NPN)

This employee network started in 2005. It brings new professionals from across all government departments and regions of the province together to connect, learn and grow with a variety of professional, personal and career development opportunities. It is open to all government employees who self-identify as a new professional, whether they are new to the Manitoba government, starting a new position, changing career paths, or looking for professional development. Events and activities include an annual conference, learning events, networking and mentoring opportunities, skill development through volunteer roles on the NPN planning teams, and regular communication through a newsletter, website and publications.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has members from various government departments. The group is formed of more experienced employees as well as newcomers to the Manitoba government, and relies on the abilities of more experienced Indigenous employees as mentors and role models to support the development of other employees as they progress through their careers in the Manitoba government. 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 its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. The network is open to all government employees. Learning events, on-site language translations, citizenship court ceremony receptions, representation in Manitoba career fairs, and informal mentorship to professional immigrants are among VM Net's activities since it was formed in 2006 by participants of the Career Gateway Program for visible minorities.

Civil Servants with Abilities Network (CSWAN)

CSWAN was launched in December 2014 as an employee resource group that supports employees with disabilities. It is a network led by volunteers within the Manitoba government to support persons with disabilities with professional and personal career development. It is also a resource for those in the Manitoba government who support the career development of their colleagues with a disability.

We are All Valuable and Equal (WAVE)

WAVE is an employee network formed to help foster understanding and inclusion of sexual orientation and gender identity diversity. Launched in May 2016, as part of a broader Safe Spaces Initiative, the network is open to all interested Manitoba government employees, including those who self-identify as sexual minorities and allies. The network promotes awareness of advocacy, policy development, education, outreach, and resource assistance for Manitoba government employees on sexual orientation and gender identity. This supports government's efforts to improve the services provided to a diverse Manitoba population and ensure respectful, inclusive workplaces for government employees.

Data Science Network

Data Science Network is a new employee network aimed at creating a shared learning community of data science experts and enthusiasts whose work influences innovation in Government. Launched in March 2020 with 25 members, the network is expected to grow based on a list of Geographical Information Systems (GIS) interested parties in the Government of Manitoba (GOM) of about 750 employees. The network aims to provide resources, training opportunities and networking for employees who work or have interest in data science within the GOM and demystify "Data Science" by raising awareness of the realities of data science and how it can be used effectively in the Government of Manitoba for analytics, data management, information technology and geographical information systems. This supports the government's efforts using technology to improve services, creativity and innovation.

Learning Champions Network

Each department has identified at least one employee, called a Learning Champion, whose role is to answer questions, promote understanding of the Civil Service Learning Policy, and support department managers and employees with the processes of developing learning plans and having development conversations. Learning Champions coordinate learning events in their departments and are also the lead for Learn @ Work Week, a celebration of informal learning in departments which falls in September of each year, and assist with events to support informal learning.

There are approximately 11 Learning Champions representing departments across government as of March 31, 2020.

Leadership Development Programs:

Executive Leadership Program (ELP)

York University's Schulich Executive Education Centre (SEEC) was engaged in 2019/20 to deliver an intensive executive leadership development program to all Deputy and Assistant Deputy Ministers (ADM). The ELP consisted of three two-day workshop modules, an individual Leadership Profile assessment, and opportunities to apply new learning through case studies and personal development action plans. Content focused on strengthening executive-level competencies to drive public sector transformation and strategic alignment.

Senior Leadership Program (SLP)

The SLP launched in January 2020 aimed at senior leaders who report to an ADM or equivalent. All SLP participants complete a 360° assessment and select from a suite of in-class and virtual learning options.

Certificate in Public Sector Management (CPSM) Program

Launched in 2008/09, this 18-month 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.

Essentials of Management (EOM) Program

A new program, launched in May 2017, the Essentials of Management (EOM) is an innovative program designed to meet the needs of managers with at least one level of management reporting to them. The EOM is comprised of four sequential modules and is offered through a blended learning format, which includes self-study through the Organization and Staff Development (OSD) Learning Portal, online courses, and in-classroom learning.

Essentials of Supervision Certificate (EOS) Program

This program, which was introduced in 2008/09, 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 two-day modules of skill-based training (or condensed "boot camps") 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.

Participants also have the option to complete individual course modules without enrolling in the whole certificate program.

The EOS was redesigned in 2019/20 and will be relaunched under a different program title in 2020/21.

Work Experience Programs:

Volunteers in Public Service Program for Visible Minorities and Immigrants (VIPS)

This program provides visible minorities and immigrants with volunteer public service work experience aimed 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.

Project SEARCH – High School Transition Program for Students with Intellectual Disabilities

This initiative was implemented in 2011/12 to provide on-site work experience opportunities for youth with intellectual disabilities to best prepare them to achieve the goal of competitive employment. It is a unique one-year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. This initiative is delivered through a partnership between the Manitoba government, Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

APPENDIX D – Competition Statistics

Three Year Comparative Total

In 2019/20 there were a total of 759 competitions for positions within the civil service with a total of 29,469 applications for these positions, or an average of 39 applications per competition.

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

	Fiscal year ending March 31 st		
	2017/18	2018/19	2019/20
Competition Totals	898	848	759
Applications received:			
Internal	5,082	4,418	4,152
External	34,678	26,836	25,317
Total	39,760	31,254	29,469
Applicants interviewed:			
Internal	1,634	1,559	1,410
External	3,409	2,994	2,951
Total	5,043	4,553	4,361
Appointments:			
Internal	487	501	412
External	837	719	648
Total	1,324	1,220	1,060

Shown graphically as a percentage of the total:

