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ANNUAL REPORT
RAPPORT ANNUEL

Manitoba Civil
Service Commission

Commission de la fonction
publique du Manitoba

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 103rd Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2020 to March 31, 2021.

Respectfully submitted,

"Original signed by"

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 103^e rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1^{er} avril 2020 au 31 mars 2021.

Le tout respectueusement soumis.

« *Original signé par* »

Reg Helwer
Ministre responsable de la Fonction publique





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 103rd Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2020 to March 31, 2021 and includes a review of the commission's activities over that period.

Respectfully submitted,

"Original signed by"

Robert Pruden
Chairperson
Manitoba Civil Service Commission Board

Monsieur Reg Helwer
Ministre responsable de la Fonction publique
Palais législatif, bureau 343
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Conformément aux dispositions de la Loi sur la fonction publique, j'ai l'honneur de vous soumettre le 103^e 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 2020 au 31 mars 2021 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.

« *Original signé par* »

Robert Pruden



Civil Service Commission

Office of the Civil Service Commissioner
Room 42 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, 2020 to March 31, 2021.

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 2020/21, we took further steps towards the implementation of a new legislative framework to guide the Commission's work. Bill 3 – The Public Service Act was introduced in Manitoba's Legislative Assembly in October 2020, 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, the Commission undertook significant work to create a policy and regulatory framework, and work toward the finalization of new or updated policies to support its implementation. We look forward to continuing this work over the coming year.

Continuous improvement remained a critical priority for the Commission in 2020/21. 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, to better reflect the types of jobs in government. A new government-wide workforce action plan centered on developmental workforce planning and organizational workforce needs was also developed. The plan focuses on tangible initiatives that can be completed over the next year, with a focus on employee recruitment, onboarding and retention. As part of the Employer Pension and Insurance Advisory Committee, the Commission collaborated with the Superannuation and Insurance Liaison Committee to jointly develop recommendations to amend the Civil Service Superannuation Act, updating and clarifying provisions and ensuring long-term sustainability.

The Commission undertook a number of new initiatives to enhance learning and development opportunities available to employees. This work included continued commitment to the Learning Fund, which supports specialized and innovative professional development opportunities for employees across the organization. The Commission also continued to deliver leadership development programs for both senior and executive leaders designed to build strong and supported leaders who are equipped to inspire and implement change. To further enhance capacity at all levels, the initial cohort of interns from the Leaders in Training Program successfully transitioned into positions within Manitoba's public service.

In December 2020, to support ongoing engagement with employees, the new Employee Perspectives Program was launched. Through the program, frequent pulse-check style surveys are conducted to gather valuable feedback that will help to shape our culture and inform changes to ensure we continue to be an engaging, supportive and innovative workplace.

To support Manitoba's public servants to respond to the pandemic, the Commission developed and regularly communicated resources to ensure rapid implementation of pandemic precautions in workplaces, including remote work arrangements. Recognizing the challenges that public servants faced, the Commission ensured mental health and wellness supports, resources, and training were communicated regularly to help support employees through this challenging time. Based on changing organizational and operational priorities within government and departments, the Commission also worked to align resources fairly and equitably.

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 leaders 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 to strengthen the culture of accountability and transparency around these issues. A new mandatory course on building respectful workplaces and virtual versions of the Building Respectful Workplaces for Employees and Managers courses were also launched.

We also continued to work with departments to support and apply human resource practices that advance diversity and inclusion goals. Further building awareness and promoting the value of diversity and inclusion in the workplace, the Commission launched a five-part webinar learning series on Racism, Unconscious Bias and Discrimination.

A revised mandatory Values and Ethics Course reflective of the Manitoba Government Code of Conduct was launched in January 2021 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.

Finally, I would like to express my sincere gratitude and appreciation to Manitoba public servants for their tireless commitment to serving Manitobans as we continued to work to respond to the pandemic. I reflect with admiration, gratitude and pride on the extraordinary efforts all public servants have made 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,

“Original signed by”

Charlene Paquin
Civil Service Commissioner



Bureau du commissaire de la Fonction publique
Palais législatif, bureau 42
Winnipeg (Manitoba) R3C 0V8

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

Monsieur le président,

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 2020 au 31 mars 2021.

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 2020-2021, 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. En octobre 2020, le projet de loi 3 – 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. En prévision de la mise en œuvre imminente de la Loi sur la fonction publique, la Commission s'est lancée dans des travaux importants pour créer un cadre stratégique et réglementaire, tout en veillant à l'adoption de nouvelles politiques ou à la mise à jour de politiques existantes à jour en appui à cette mise en œuvre. Nous comptons bien poursuivre ce travail dans l'année qui vient.

Pour la Commission, l'amélioration continue demeure une priorité essentielle en 2020-2021. 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, pour qu'il corresponde davantage aux types d'emplois au sein du gouvernement. Nous avons également élaboré un plan d'action concernant les effectifs axé sur la planification du perfectionnement de la main-d'œuvre et les besoins organisationnels de celle-ci. Le plan se focalise sur des initiatives tangibles

qui pourront être menées à bien au cours du prochain exercice, en mettant l'accent sur le recrutement, l'intégration et le maintien en poste des employés. En tant que membre du Comité consultatif en matière de régimes de retraite et d'assurance des employeurs, la Commission a collaboré avec le Comité de liaison en matière de régimes de retraite et d'assurance à l'élaboration conjointe de recommandations de modifications à la Loi sur la pension de la fonction publique, afin de mettre à jour et clarifier ses dispositions et en garantir la viabilité à long terme.

La Commission s'est lancée dans un certain nombre de nouvelles initiatives visant à accroître les possibilités d'apprentissage et de perfectionnement professionnel offertes aux employés. En faisait partie l'engagement constant en faveur du Fonds d'apprentissage, qui favorise les possibilités de perfectionnement professionnel spécialisées et innovantes pour les employés de l'ensemble de la fonction publique. La Commission continue également d'offrir aux hauts dirigeants et cadres supérieurs des programmes de développement du leadership, qui sont conçus pour former des chefs de file bénéficiant de solides appuis capables d'inspirer et d'amener le changement. Afin de renforcer davantage les capacités à tous les niveaux, la cohorte initiale de stagiaires du Programme des leaders en formation a réussi sa transition menant à l'obtention de postes au sein de la fonction publique du Manitoba.

Afin de favoriser une participation soutenue auprès des employés, en décembre 2020 nous avons lancé le Programme de sollicitation des points de vue des employés. Dans le cadre de ce programme, des vérifications ponctuelles sont effectuées fréquemment dans le but de recueillir de précieux renseignements qui contribueront à façonner notre culture et à éclairer les changements, afin de garantir que notre milieu de travail demeure attrayant, stimulant et innovant.

Pour soutenir les fonctionnaires du Manitoba en réponse à la pandémie, la Commission a conçu des ressources et les a partagées régulièrement pour veiller à ce que des précautions contre la pandémie soient prises rapidement sur les lieux de travail, y compris les modalités relatives au travail à distance. Consciente des difficultés auxquelles les fonctionnaires sont confrontés, la Commission a fait en sorte que des mesures de soutien à la santé mentale et au mieux-être, des ressources et une formation soient annoncées régulièrement pour mieux appuyer les employés en cette période difficile. En se fondant sur les priorités organisationnelles et opérationnelles en évolution au sein du gouvernement et des ministères, la Commission s'est également employée à harmoniser les ressources de façon juste et équitable.

La Commission reste fidèle à son engagement de créer des lieux de travail sûrs, respectueux, inclusifs et éthiques. Nous avons 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. 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 également lancé un nouveau cours obligatoire sur le respect en

milieu de travail ainsi que des versions virtuelles des cours Comment créer un milieu de travail respectueux à l'intention des cadres de direction et des employés.

Nous poursuivons aussi notre travail en collaboration avec les ministères afin de soutenir et de faire adopter les pratiques liées aux ressources humaines qui font progresser les objectifs en matière de diversité et d'inclusion. Afin de mettre davantage l'accent sur la sensibilisation et la promotion de la diversité et de l'inclusion en milieu de travail, la Commission a lancé une série de cinq webinaires portant sur le racisme, le biais inconscient et la discrimination.

En janvier 2021, nous avons révisé le cours obligatoire sur les valeurs et l'éthique pour le rendre conforme au 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.

Enfin, je tiens à exprimer toute mon appréciation et ma profonde gratitude aux fonctionnaires du Manitoba pour leur engagement sans relâche au service des Manitobains, qui ont poursuivi leur travail en réponse à la pandémie. Je songe avec admiration, gratitude et fierté aux efforts extraordinaires que tous les fonctionnaires ont déployés pour servir la population avec une compétence et un dévouement constants 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 en veillant au maintien de la prestation des programmes et des services essentiels sur lesquels les Manitobains comptent.

Je vous prie d'agréer, Monsieur le président, l'expression de mon profond respect.

« *Original signé par* »

Charlene Paquin
Commissaire de la Fonction publique



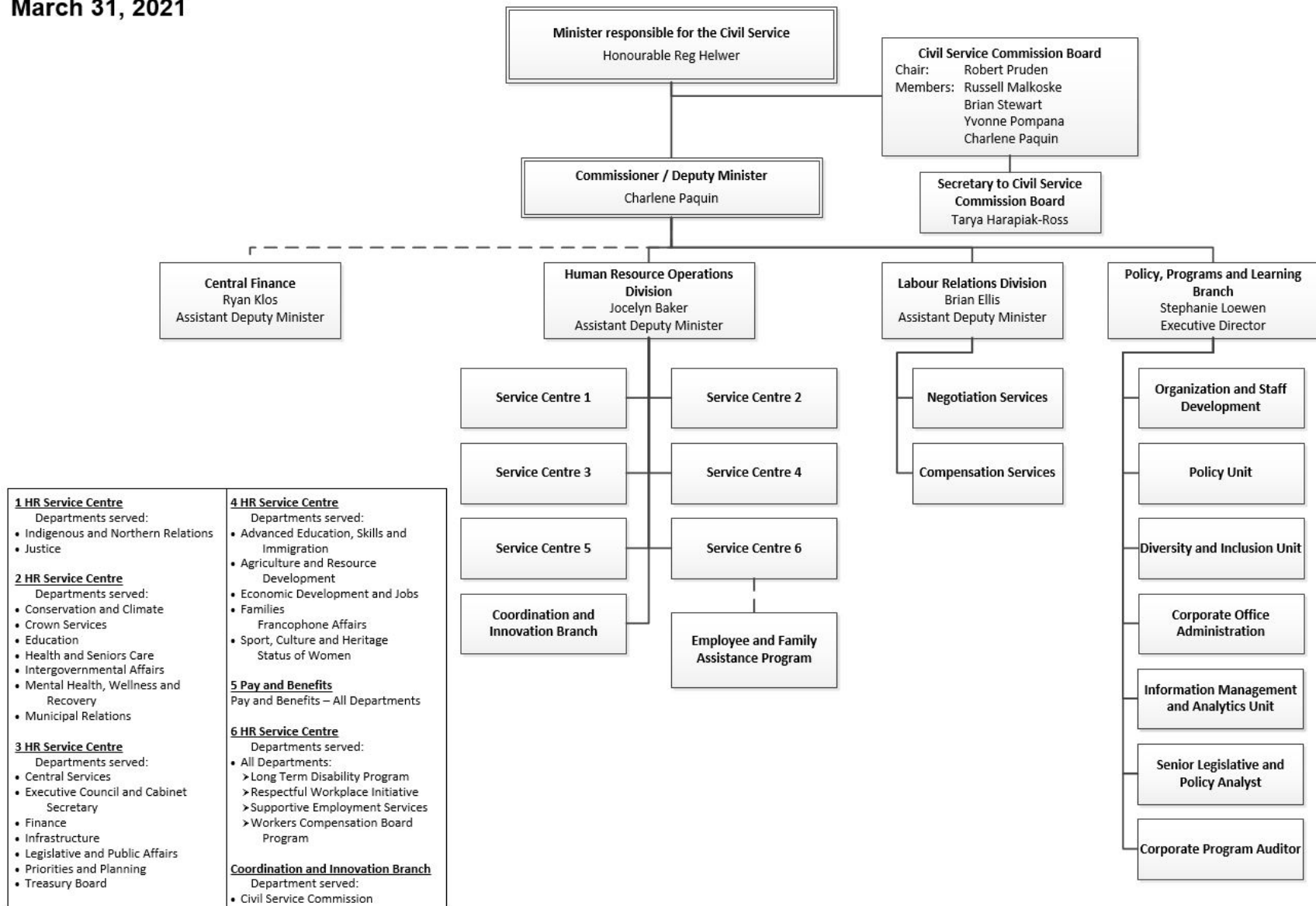
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Civil Service Commission

March 31, 2021



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, 2021. 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.

In the financial tables throughout this report, "Authority" represents the authorized votes approved by the Legislative Assembly. The authorized votes includes both the Estimates of Expenditure and any Supplementary Estimates approved during the year. In addition, the "Authority" has been adjusted to include approved allocations from Enabling Appropriations and Main Appropriation virement transfers between appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information.

Role of the Civil Service Commission

The Civil Service Commission is responsible for leading effective human resource and labour relations 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 through the development and implementation of corporate human resource and government-wide workforce legislation, policies, programs and initiatives, and reporting and analytics that support or advance government priorities.

Vision

Public Service Excellence

Mission

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

Values

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

- respect for others
- integrity
- accountability
- skills and dedication
- service
- collaboration
- innovation
- sustainability

STATUTORY RESPONSIBILITIES

The Manitoba Civil Service Commission is established under The Civil Service Act which provides the legal framework for administering human resources within the civil service. Replacing The Civil Service Act currently in effect, The Public Service Act is anticipated to be proclaimed in 2021.

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

The Public Services Sustainability Act

(Note: This Act is not yet in force. It is to come into force on a date to be fixed by proclamation)

Environmental Scan

The average age of the population in Canada and Manitoba continues to shift. In Manitoba, the median age of the population as of July 1, 2016 was 37.5, down from 38.1 in 2006. Statistics Canada reports that as of July 1, 2016, the median age for Canada was 40.6 years.

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

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	2018	2019	2020	2021
Regular, Term, Technical and Departmental	13,337	12,512	12,128	11,988
Casual	366	309	222	220
Contract	18	18	21	24
Total	13,721	12,839	12,371	12,232

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 50.

Age Demographics

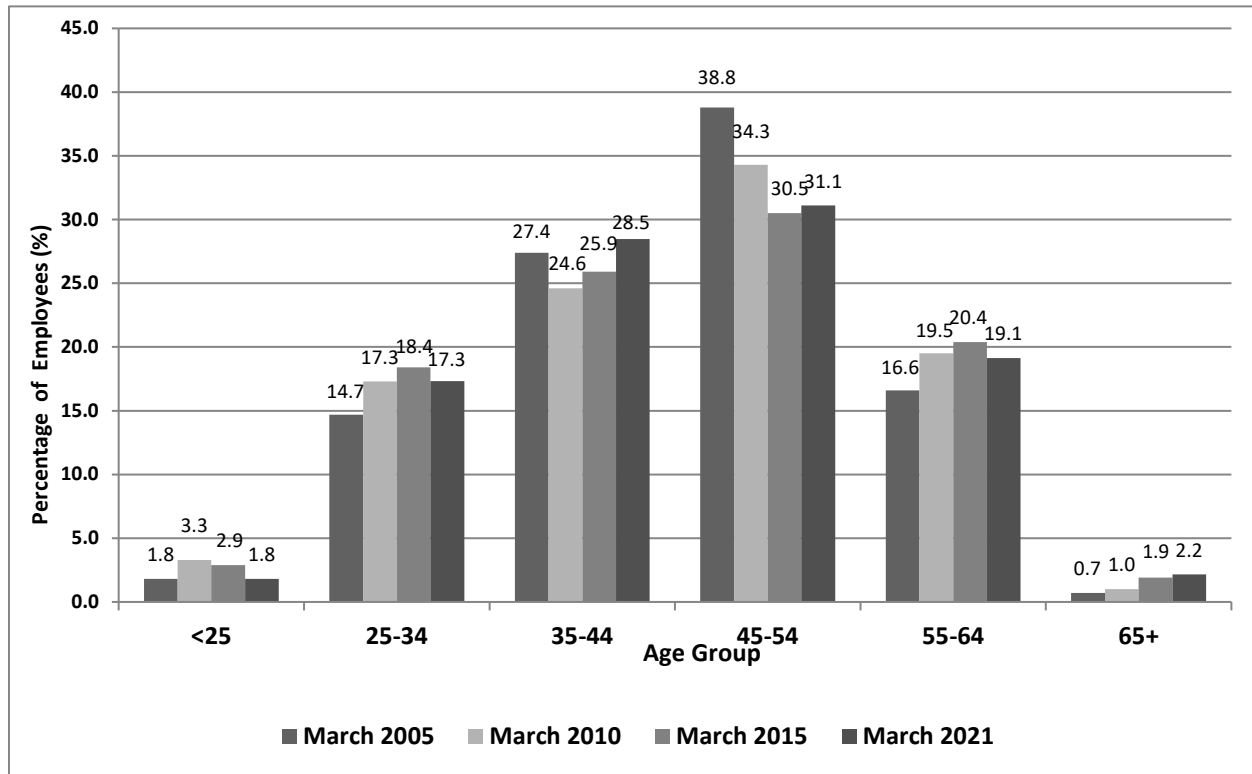
As at March 31, 2021, the average age of all civil servants was 45.6 years, and that of senior managers was 50.7 years. Recent projections show that 21.9% of civil servants² will be eligible to retire within five years, increasing to 40.5% within 10 years. At the senior manager² level, 34.0% of employees will be eligible to retire within five years, and 61.6% within 10 years.

¹ See definitions in Appendix A on page 49

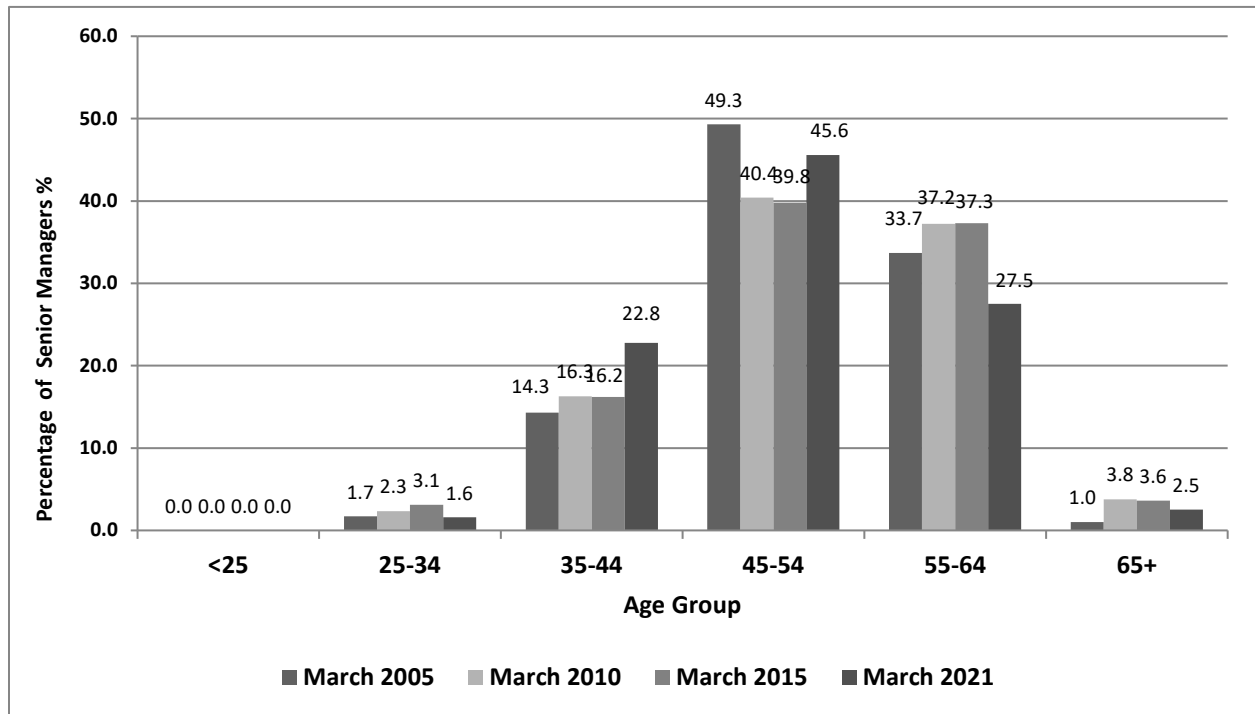
² Based on active regular, term, technical and departmental civil servants (excludes contract and casual).

The following chart provides a breakdown of all active employees² by age group as at March 31, 2021 followed by a similar breakdown of senior managers.

All employees



Senior managers

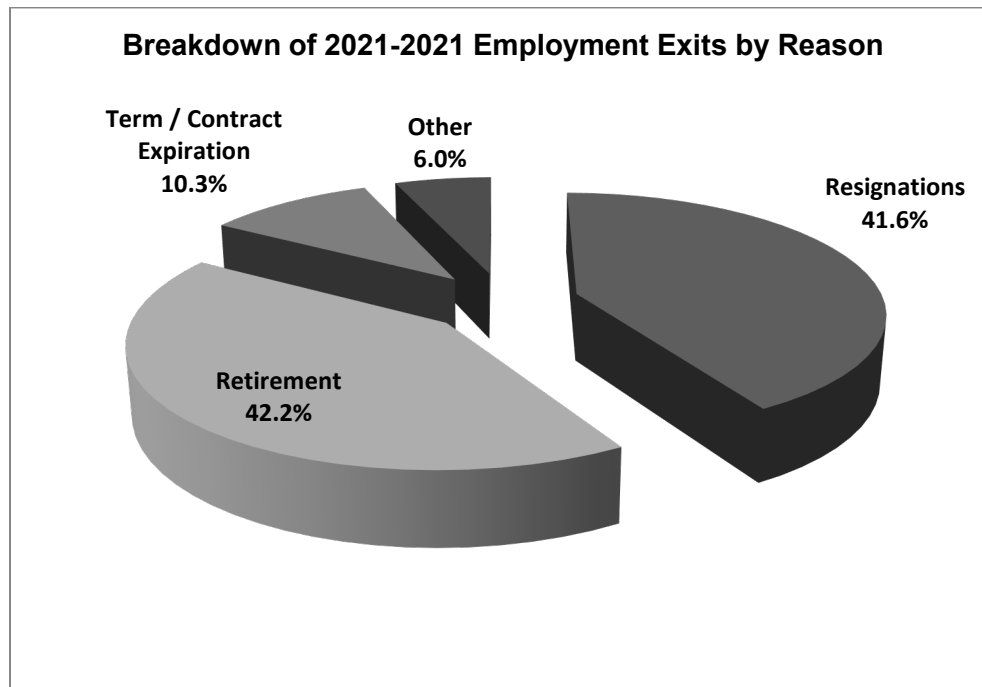


Employee Turnover

The overall turnover rate³ increased from 9.6% in 2019/20 to 9.7% in 2020/21.

Statistics also indicate that the average age at which civil servants retired during the 2020 calendar year was 61.5 years, which is slightly higher than the average of 61.0 in each of the three prior years.

Over the course of 2020/21, a total of 1,428⁴ 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 Turnover rate is based on regular employees only

⁴ Statistics on employment exits include regular and departmental employees

3. to cultivate a culture that motivates individuals to contribute to their full potential and build a career with a high-performing Manitoba government

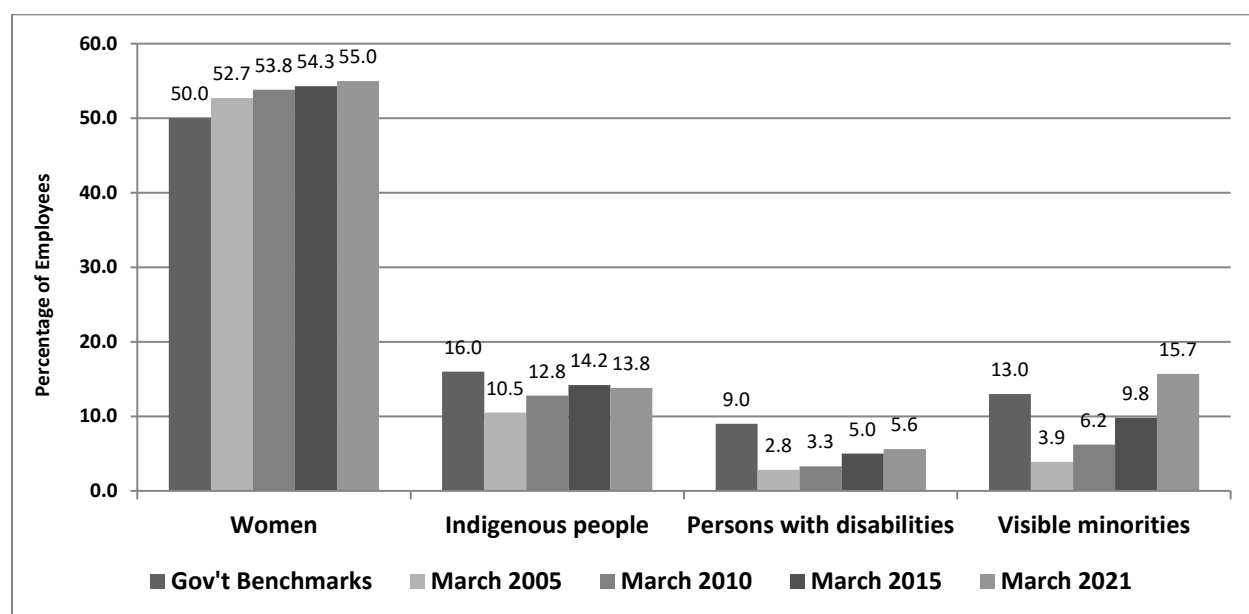
Employment equity is an important aspect of diversity efforts. The Employment Equity Policy identifies four groups for which specific representation benchmarks have been established:

1. women
2. Indigenous people – persons of North American Indigenous ancestry, including First Nations (status and non-status Indians), Inuit and Métis
3. 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
4. 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

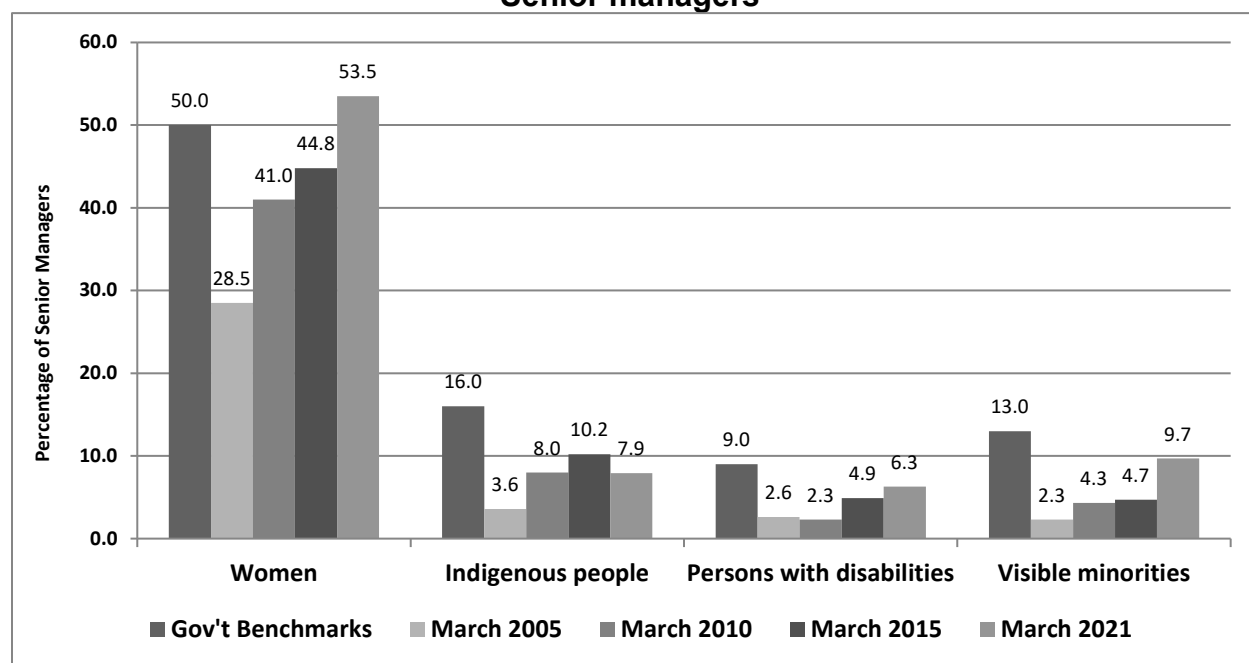
For information on 2020/21 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 29. Other activities supporting an inclusive, respectful work environment are noted under the Activities/Results of the Policy, Programs and Learning Branch on page 17.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2021.

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).

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 2021. 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.

Dans les tableaux financiers tout au long de ce rapport, « Autorité » représente les votes autorisés, approuvés par l'Assemblée Législative. Les crédits autorisés comprennent à la fois le Budget des dépenses et tout budget supplémentaire relatif aux dépenses approuvées au cours de l'année. En outre, l'« Autorité » a été ajustée pour inclure les allocations approuvées des crédits d'autorisation ainsi que les virements de crédits principaux entre les crédits au sein du département. Pour une réconciliation complète des prévisions de dépenses imprimées avec l'Autorité, veuillez consulter le Sommaire des dépenses par crédit dans le Rapport sur les prévisions de dépenses et informations supplémentaires.

Rôle de la Commission de la fonction publique

La Commission de la fonction publique est chargée de la gestion efficace des ressources humaines et des relations de travail au sein du gouvernement. Elle représente l'intérêt public dans l'administration de la Loi sur la fonction publique et de ses règlements d'application. Dans l'exercice de ses responsabilités, la Commission s'assure que le recrutement et la sélection des fonctionnaires sont fondés sur le mérite, l'équité et l'impartialité, et que les candidats choisis répondent aux exigences du gouvernement relativement à la prestation des 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 aussi du leadership et des services grâce à l'élaboration et la mise en œuvre de dispositions législatives, de politiques, de programmes et d'initiatives en matière de ressources humaines et de main-d'œuvre à l'échelle du gouvernement. Elle fait aussi des rapports et des analyses de données qui appuient les priorités du gouvernement ou les font avancer.

Vision

Une fonction publique d'excellence

Mission

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

Valeurs

La Commission de la fonction publique s'acquittera de sa mission en montrant l'exemple et en encourageant les valeurs suivantes :

- respect des autres;
- intégrité;
- responsabilité;
- compétence et dévouement;
- service;
- collaboration;
- innovation;
- durabilité.

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 2020/21

During 2020/21, the board met as required to review submissions and to consider presentations from staff on programs administered by the commission.

Type of Submission Reviewed	Fiscal Years		
	2018/19	2019/20	2020/21
Staffing Audit Report(s)	1	1	-
Diversity/Employment Equity Audit Report(s)	6	-	-
Staffing Delegation	4	9	5
Human Resource Policy Approval	1	-	-
Other	2	2	3

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		
	2018/19	2019/20	2020/21
Initiated	6	3	11
Carried over from previous year ⁷	18	12	5
Withdrawn	8	7	8
Granted	1	1	0
Denied	2	2	3
Carried over to next fiscal year	12	5	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 2020/21	Carried from 2019/20	Withdrawn	Granted	Denied	Carried to
						2021/22
Classification	6	5	6	-	1	4
Selection	5	-	2	-	2	1
Conflict of Interest	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Administration						
Over-Range	-	-	-	-	-	-
Dismissal	-	-	-	-	-	-
Administrative	-	-	-	-	-	-
Review						
Jurisdiction	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-
	11	5	8	0	3	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 2020/2021 \$(000s)	Authority 2020/2021 FTEs	2020/2021 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
17- 1a	Executive Support					
17- 1a-1	Salaries and Employee Benefits	503	4.00	503	-	
17- 1a-2	Other Expenditures	157	-	56	101	1
Total Sub-Appropriation		660	4.00	559	101	

Explanation:

1. Variance is due to the consultation cost related to the review the Civil Service Commission Organizational structure and design initiative.

POLICY, PROGRAMS AND LEARNING

Overview

Policy, Programs and Learning leads the development and implementation of workforce legislation, policies, programs, initiatives and metrics 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 2020 and 2021 Manitoba Government Accessibility Plan (MGAP)
 - launched the Employee Perspectives Program (EPP) to support ongoing engagement with employees through frequent pulse check style surveys
 - conducted and reported on results from the first EPP in the fourth quarter of fiscal year 2020/21, and established a team within the public service to share promising practices and enhance engagement.
 - continued to develop and deliver training on Truth and Reconciliation with

Indigenous training service providers on contract with the Civil Service Commission

- provided leadership and support to departments in the development and implementation of diversity, inclusion and employment equity plans, programs and initiatives
- provided recommendations regarding diversity, inclusion and employment equity best practices to departments
- partnered with the Human Resource Operations division, client departments, post-secondary institutions and external employment service agencies to support integrated work experiences for individuals facing multiple barriers and engaged in outreach activities throughout the province to promote careers in the Manitoba government
 - participated in five career fairs and delivered 10 information sessions to job seekers through the use of videoconferencing technology
- coordinated and delivered education and awareness initiatives to build awareness and promote the value of diversity and inclusion in the workplace
 - launched a five-part webinar learning series for all public servants on Racism, Unconscious Bias and Discrimination – approximately 1,500 employees participated in these webinars
- 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:
 - 1,454 individuals completed online Respectful Workplace and Harassment Prevention training
 - launched virtual versions of the Building Respectful Workplaces for Employees and Managers courses, in response to COVID-19
 - launched an updated mandatory course on building respectful workplaces, which all employees are required to take annually
- 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
- support government employee network resource groups in establishing, sustaining and promoting network participation, engagement events and

activities

- launched the Les fonctionnaires francophones du Manitoba employee network, which provides supports and contributes to French language service plans stemming from the Francophone Community Enhancement and Support Act
- Promote a culture of accountability and high ethical standards across government
 - advanced work to strengthen the Manitoba government's ethical framework by launching a revised mandatory Values and Ethics Course, which reflects the Manitoba Government Code of Conduct
 - 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
 - provided support to the work of the Public Service Transformation Integrated Policy Committee to advance the continued transformation of public service culture
- Foster a culture of learning and innovation through programming and services aligned with departmental priorities and public service transformation goals
 - moved away from a cost recovery model to a partially funded model, allowing for more trainings to be available to government employees at no cost
 - completed the second year of administering The Learning Fund, which supports specialized and innovative professional development opportunities for employees across the organization. The program provides funding of up to \$1,000 per person, per application (plus eligible travel costs within Manitoba and any necessary accommodations) for individual and group training that is job-specific and addresses organizational needs. In 2020/21, 422 individual and 134 group applications were approved.
 - prompted by the pandemic, shifted from in-class workshop delivery to online class delivery and provided additional virtual titles to employees to access remotely
 - provided online course development services to meet department and government-wide training needs in key policy and service areas due to COVID-19 restrictions
 - partnered with InVision Edge in the delivery of Innovation Engineering Black Belt Training

- partnered with Dalhousie University to deliver two Strategic Policy Workshops and planned for future delivery in 2021/2022
- partnered with PROSCI Canada in the delivery of Change Management Certification
- partnered with Mental Health Commission of Canada in the delivery of The Working Mind workshops for employees and managers
- in collaboration with government departments, created a new Workforce Action Plan for Manitoba's Public Service that focuses on departmental workforce planning and organizational workforce needs, including recruitment, onboarding and retention
- developed pandemic-related supports and resources for employees and managers to ensure rapid implementation of pandemic precautions, including new work from home provisions to support remote work for employees and to help reduce the spread of COVID-19
- prepared mental health and wellness resources for employees, including supports to help employees during the pandemic
- Enhance leadership capacity at all levels through training and development programs
 - Six Leaders in Training Program (LTP) interns from the initial cohort successfully completed the program and transitioned into jobs within Manitoba's public service
 - implemented new performance development tools across the public service to foster continuous employee development through regular feedback and coaching
 - provided facilitation support to departments undergoing strategic planning and realignment of programs to government transformation goals
 - introduced a redesigned Leadership Foundations for Supervisors Workshop
 - introduced virtual Truth and Reconciliation training for government employees
 - in partnership with York University's Schulich Executive Education Centre, continued the Executive Leadership program
 - partnered with Treasury Board Secretariat in the virtual delivery of Balanced Scorecard training

- Introduce new legislation, the Public Service Act, which reflects the principles, values and needs of a modern public service, and that will strengthen relationships and alignment with public organizations beyond core government
 - worked toward the finalization of new or updated policies 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 Employee Perspectives Program (EPP) first pulse check survey results and supported the release of final reports
 - continued to report on employees who have not taken the mandatory courses
 - generated customized reports that support collective bargaining, workforce adjustments, COVID-19 impacts to employee attendance, and Committee of Supply reporting, in addition to regular monthly, quarterly and annual statistical reporting
 - collaborated with Business Transformation and Technology (BTT) on 33 Requests for Service (RFS) to have data reporting responsive for the needs of the CSC
 - processed 254 Employee Self Service (ESS) requests for employees
 - initiated 419 Governance, Risk and Compliance requests to enable and disable HR data production and reporting access for employees
 - 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 2020/2021 \$(000s)	Authority 2020/2021 FTEs	2020/2021 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
17- 1b	Policy, Programs and Learning					
17- 1b-1	Salaries and Employee Benefits	2,430	30.00	2,514	(84)	
17- 1b-2	Other Expenditures	2,605	-	1,860	745	1
17-1b-4	Grants	-	-	24	(24)	2
17- 1b-3	Less: Recoverable from other appropriations	(331)	-	(320)	(11)	
Total Sub-Appropriation		4,704	30.00	4,078	626	

Explanation:

1. *The variance is due to the Learning Fund, Senior Leadership Program initiatives and OSD corporate training,*
2. *The variance is due to reduction in spending.*

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.

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
- support the management of employee performance to 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 740 competitions for which there were 33,940 applicants of which 5,872 were interviewed (for additional detail see Appendix D on page 56)
 - completed 1,175 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

Table 1 - 2020/21 Summary of Investigations⁹					
Allegation Type	Number of Investigations	Number of Allegations¹⁰	Number of Respondents¹¹	Number of Substantiated Allegations¹²	Number of Unsubstantiated Allegations
Sexual Harassment	16	20	17	13	7
Harassment / Bullying	74	129	106	58	71
Other forms of misconduct ¹³	194	266	222	228	38
Totals	284	415	345	299	116

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

Table 2 - 2020/21 Summary of Complaints related to Sexual Harassment	
Number of Complaints ¹⁴ Received	21
Number of Investigations ¹⁵ Completed	16
Number of Substantiated Allegations ¹⁶	13
Number of Unsubstantiated Allegations	7

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.

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 - 2020/21 Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints	
Outcomes	Numbers
Training / education ¹⁷	2
Mediation ¹⁸	0
Disciplinary action ¹⁹	10
Totals²⁰	12

- 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

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.

- participated in organizational design consultations and related activities both for clients and within human resources
- continued the delivery of advisory and consultant services to strengthen the respectful workplace framework within government
- 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
 - led project work aimed at streamlining, modernizing and innovating human resources operational service delivery
 - 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 2020/2021 \$(000s)	Authority 2020/2021 FTEs		Variance Over/(Under) \$(000s)	Expl. No.
17- 1c	Human Resource Operations					
17- 1c-1	Salaries and Employee Benefits	13,624	185.50	14,133	(509)	
17- 1c-2	Other Expenditures	1,078	-	1,146	(68)	
17- 1c-3	Less: Recoverable from other appropriations	(279)	-	(333)	54	
Total Sub-Appropriation		14,423	185.50	14,946	(523)	

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 the IEED 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
 - Diversity Employee Development Program (DEDP) to support continuous learning, diversity and inclusion and leadership capacity at all levels of the organization

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 2020/21 ²²
Internship Programs			
Leaders in Training Program:			
General Stream	18	10	18
Financial Stream	11	1	11
Placement Programs			
Career Gateway Program ²³	730	538	121
Placement Stream	415	245	21
Referral Stream	315	315	14
Work Experience Program			
Volunteers in Public Service Program ²⁴	113	47	4
Project SEARCH	99	33 ²⁵	12
Employee Development Programs			
Diversity Employee Development Program (DEDP) ²⁶	123	N/A	0

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 48.

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 Economic Development 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; program currently under review - no active participants

1 (d) Internship, Equity and Employee Development

Expenditures by Sub-Appropriation		Actual 2020/2021 \$(000s)	Authority 2020/2021 FTEs	2020/2021 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
17- 1d	Internship, Equity and Employee Development					
17- 1d-1	Salaries and Employee Benefits	2,056	28.00	2,830	(774)	1
17- 1d-2	Other Expenditures	14	-	111	(97)	
17- 1d-3	Less: Recoverable from other appropriations	(453)	-	(736)	283	2
Total Sub-Appropriation		1,617	28.00	2,205	(588)	

Explanation:

1. *The variance is related to vacancies and delay in the start date for the Leaders in Training program.*
2. *The under-recovery is primarily due to the Career Gateway Program (CGP) salary budget of 8 FTEs with an expected recoverable of 12 FTEs. In FY 2021/22 Preliminary estimates, a proposal was put forward requesting to adjust the recovery budget to align with the CGP activities.*

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Overview

The Employee and Family Assistance Program (EFAP) provides voluntary, confidential, short-term counselling services to Manitoba government employees, eligible family members and 18 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 impacts associated with employee absenteeism, illness and poor morale resulting from problems in their home or work life

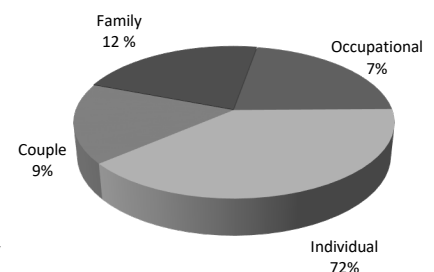
Activities/Results

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

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

In 2020/21, a total of 1664 cases were addressed by counsellors, a decrease of 429 cases from the previous year

Breakdown of new counselling cases by problem category



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

- perform outreach to increase the awareness of the services available through EFAP and encourage individuals to seek EFAP services if needed. In 2020/21:
 - provided 12 presentations on a variety of mental health and wellness topics e.g. resilience, building emotional intelligence, change transition with 1516 employees in attendance
- address requests for advice from managers on a variety of topics
- provide specialized clinical services

The majority of counsellors' time is spent counselling employees or eligible 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 2020/21, a total of 3,234 individual employees or eligible family members received EFAP services.

1 (e) Employee and Family Assistance Program					
Expenditures by Sub-Appropriation		Actual 2020/2021 \$(000s)	Authority 2020/2021 FTEs	2020/2021 \$(000s)	Variance Over/(Under) \$(000s)
17- 1e	Employee and Family Assistance Program				
17- 1e-1	Salaries and Employee Benefits	516	8.00	658	(142)
17- 1e-2	Other Expenditures	59	-	76	(17)
17- 1e-3	Less: Recoverable from other appropriations	(136)	-	(129)	(7)
Total Sub-Appropriation		439	8.00	605	(166)

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.

A new centralized investigation unit was created in November 2020. Effective April 1, 2021, this unit will be responsible for intake, coordination, and standardization of procedures for employee investigations. Staff from this unit were redeployed to assist with the overall COVID-19 response and this delayed implementation of the setup and functioning of the unit for a period of time.

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 (Direct Support Providers and Child Development Workers-Rural 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)

2020/21 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2020/2021	Negotiations Carried from 2019/2020	Agreements Reached in 2020/2021	Negotiations Carried to 2021/2022
14	1	10	0	11

- 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:

- Labour Arbitration proceedings and binding mediation – 216 new cases filed for arbitration, 13 scheduled arbitrations were carried forward from 2019/20 and 11 scheduled arbitrations that were carried forward from previous years;
 - 4 proceeded to arbitration hearing,
 - 9 proceeded to binding mediation,
 - 72 were resolved prior to scheduled hearing, and
 - 33 have hearing dates scheduled in 2021/2022
- Civil Service Commission Board Appeals – see Board Activities on page 14
- Grievances
 - 190 grievances were carried forward from previous fiscal years (2018/2019 and 2019/2020),
 - 335 new grievances were opened, and
 - 275 closed
- provide employee and labour relations services, workforce change support and strategic advice to government, including human resource staff and management
 - Workforce changes
 - 13 workforce changes were carried forward from 2019/2020
 - 34 new workforce changes were opened
 - 9 workforce changes were closed
- conduct workshops for human resource staff and management on various labour relations topics
 - three series of updates workshops were delivered via learning videos for approximately 703 participants
- 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)
 - Collaborated with the Superannuation and Insurance Liaison Committee to jointly develop recommendations to amend the Civil Service Superannuation Act. Provided guidance and advice to government on Bill 43: The Civil Service Amendment Act as it moved through the legislative process and passed into legislation in Fall 2021
 - 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:

- 969 classification requests were received and evaluated in 2019/20. Of those classification requests, 477 were completed within 30 days with an average time of 10 calendar days for Compensation Services to complete a review
- Continue to modernize the classification system to better reflect the types of jobs in government and introduce the new job evaluation tool. Completed evaluation of applicable roles within the Civil Service Commission using the new system and initiated work to implement the new system for positions in the Manitoba Association of Government Engineers bargaining unit.
- provide public sector compensation co-ordination, research and consultative services:
 - maintain and enhance 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 four surveys and responded to 25 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 2020/2021 \$(000s)	Authority 2020/2021 FTEs	2020/2021 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
17- 1f	Labour Relations					
17- 1f-1	Salaries and Employee Benefits	2,477	21.00	2,240	237	
17- 1f-2	Other Expenditures	629	-	475	154	
Total Sub-Appropriation		3,106	21.00	2,715	391	

CENTRAL FINANCE DIVISION

(Manitoba Finance, Executive Council, Crown Services, Central Services, Legislative and Public Affairs and Civil Service Commission)

Overview

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

The 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, Legislative and Public Affairs and Executive Council.

The 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

Manitoba Civil Service Commission

Expenditure Summary by Sub-Appropriation

for the fiscal year ended March 31, 2021 with comparative figures for the previous fiscal year (\$000s)

Authority 2020/21	Appropriation	Actual 2020/21	Actual 2019/20	Increase (Decrease)	Explanation Number
17- 1 CIVIL SERVICE COMMISSION					
	(a) Executive Support				
503	Salaries and Employee Benefits	503	521	(18)	
56	Other Expenditures	157	54	103	
	(b) Policy, Programs and Learning				
2,514	Salaries and Employee Benefits	2,430	2,444	(14)	
1,860	Other Expenditures	2,605	3,411	(806)	
24	Grant				
(320)	Less: Recoverable from other appropriations	(331)	(1,172)	841	
	(c) Human Resource Operations				
14,133	Salaries and Employee Benefits	13,624	13,537	87	
1,146	Other Expenditures	1,078	1,110	(32)	
(333)	Less: Recoverable from other appropriations	(279)	(279)	-	
	(d) Internship, Equity and Employee Development				
2,830	Salaries and Employee Benefits	2,056	692	1,364	1
111	Other Expenditures	14	29	(15)	
(736)	Less: Recoverable from other appropriations	(453)	(206)	(247)	
	(e) Employee and Family Assistance Program				
658	Salaries and Employee Benefits	516	504	12	
76	Other Expenditures	59	65	(6)	
(129)	Less: Recoverable from other appropriations	(136)	(132)	(4)	
	(f) Labour Relations				
2,240	Salaries and Employee Benefits	2,477	2,541	(64)	
475	Other Expenditures	629	482	147	
25,108	Total Expenditures	24,949	23,601	1,348	

Explanation:

1. The variance is primarily due to a delay in the Leaders and Training program as well as staffing vacancies in the Career Gateway program in 2019/20.

Manitoba Civil Service Commission

Revenue Summary by Source

for the fiscal year ended March 31, 2021 with comparative figures for the previous fiscal year (\$000s)

Actual 2019/20	Actual 2020/21	Increase (Decrease)	Source	Actual 2020/21	Authority 2020/21	Variance	Expl. No.
OTHER REVENUE							
21	21	-	Sundry *	21	21	-	
21	21	-	Subtotal	21	21	-	

Five-Year Expenditure and Staffing Summary by Main Appropriation
for the fiscal years ended March 31, 2017 to March 31, 2021 *

Main Appropriation		2016/17		2017/18		2018/19		2019/20		2020/21	
		FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s	FTEs	\$000s
17- 1	Civil Service Commission	309.00	21,532	307.00	20,980	300.00	21,214	277.50	23,394	287.50	24,941
Total		309.00	21,532	307.00	20,980	300.00	21,214	277.50	23,394	287.50	24,941

PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2020/21 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 2020/21 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/a²⁷</p> <p>Executive Leadership Program (ELP) n/a²⁸</p> <p>Senior Leadership Program (SLP) n/a³⁰</p> <p>Leaders in Training Program (LTP) General Stream (GS) - Financial Stream (FS) n/a²⁹</p>	<p>Total participants as of March 31, 2021: 517</p> <p>CPSM – 267 have completed the program</p> <p>ELP – 62 have completed the program</p> <p>SLP – 115 have participated. 92 have completed the Senior Leadership Excellence Certificate.</p> <p>LTP-GS – 18; LTP-FS – 11</p>	<p>Increases are anticipated for most indicators.</p> <p>The trend is for the participants to complete the leadership training to enhance performance of their leadership role and build leadership capacity within Manitoba's Public Service.</p>	

²⁷This program was introduced subsequent to March 31, 2006. Please refer to program details in Appendix C

²⁸This program was introduced in 2019/20. Please refer to program details in Appendix C

²⁹ See definitions on page 51

³⁰ See definitions on page 54

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 2020/21 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>Leadership Foundation for Supervisors (LFS) Certificate Program – n/a³⁰</p> <p>Office Professionals Certificate Program (OPCP) – 166 have completed the program.</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a³⁰</p>	<p>EOS – 158 have completed the entire certificate program, and there have been 6,183 individual course completions in the program components.</p> <p>The LFS replaced the EOS in 2020/21. At this time, 44 people have registered for the new certificate program.</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>The EOS program was discontinued in April 2020 and replaced with LFS.</p> <p>We expect the number of registrations and completions to increase.</p> <p>The OPCP program was discontinued and replaced with the CPSOA</p> <p>The CPSOA program was discontinued due to low enrollment.</p>	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
Employee engagement, which is the subject of employee surveys	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>The employee engagement score for the Manitoba government in 2021 was 60.3%.</p> <p>The employee engagement score for the Civil Service Commission (CSC) was 75.6%.</p> <p>The majority of the CSC's scores were higher than the average for the Manitoba government.</p>	There was a slight increase in the employee engagement score when compared to baseline data.	<p>The 2021 employee engagement survey was conducted between March 18, 2021 and April 8, 2021.</p> <p>17.1% of all active employees in the Manitoba government, and 46.8% of all active CSC employees, participated in the 2021 employee engagement survey.</p>
<p>Progress towards achieving the government's equity and diversity goals.</p> <p>The percentage of employees who indicate their department values diversity will be measured from the employee engagement survey.</p>	The commission is accountable for the implementation of the Manitoba government's equity policy and diversity strategy.	From the 2007 employee engagement survey: 63.2% of employees agreed that their department values diversity.	<p>From the 2020 winter employee survey, 69.3% of Manitoba government employees, and 78.3% of CSC employees, agreed that they feel included at the workplace.</p> <p>In 2021, 82.3% of Manitoba government employees, and 91.4% of CSC employees, agreed that they were</p>	While the surveys are not directly comparable to the 2007 survey, agreement scores on the diversity and inclusion theme increased.	https://manitoba.ca/op/enmb/infomb/departments/index.html#collapse3

			treated respectfully at work.		
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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 2020/21 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
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>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 increased 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 2020/21:</p> <p>In-person, classroom-based training workshops and events delivered by OSD were halted due to the pandemic, and shifted to virtual and webinar delivery formats.</p> <p>There were over 22,500 online course completions in 2020/21, as well as 1,590 participants in webinars and 3,600 participants in virtual workshops.</p>	<p>Training delivered through a variety of eLearning formats will continue to increase.</p> <p>OSD's shift away from a cost-recovery model resulted in a significant increase in workshop participation due to the elimination of tuition fees for the majority of workshops.</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.</p> <p>The 2005/06 enrolment counts also include external participants outside of the Manitoba government, whereas, in 2010, OSD largely focused on internal training to Manitoba government employees.</p>

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 2020/2021:

Information Required Annually (per Section 29.1 of PIDA)	Fiscal Year 2020/21
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1(2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

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		
	2018/19	2019/20	2020/21
Number of Civil Service Employees	12,839	12,371	12,332
By Department for 2021/20			
Department	As at March 31, 2021		
Offices of the Legislative Assembly			162
Executive Council			38
Advanced Education, Skills and Immigration			118
Agriculture and Resource Development			647
Civil Service Commission			303
Central Services			853
Conservation and Climate			464
Crown Services			11
Economic Development and Training			315
Education			289
Families			1756
Finance			794
Health and Senior Care			579
Indigenous and Northern Relations			69
Infrastructure			1219
Justice			3664
Legislative and Public Affairs			8
Mental Health, Wellness and Recovery			548
Municipal Relations			296
Sport, Culture and Heritage			99
Total			12,232

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 two-year paid 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 individuals who identify and self-declare as a member of one of the following employment equity groups: Indigenous peoples, 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) to departments which enables term employment during placements of three months (most common) up to 24 months. The program is promoted through advertising an ongoing opportunity on the Job Opportunities Website.

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. The program is intended to support continuous learning, diversity and inclusion and leadership capacity at all levels of the organization. The DEDP is currently undergoing review and redesign.

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, implements programs to promote peer support, mentorship and networking and hosts learning events. 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.

Les fonctionnaires francophones du Manitoba

Les fonctionnaires francophones du Manitoba supports and contributes to French language service plans stemming from the Francophone Community Enhancement and Support Act. The network rallies public servants who have a special affinity for the French language, champions the active offer concept, and leads the exchange of ideas, knowledge and experiences for the development of the French language in the workplace.

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 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 Senior Leadership Program (SLP) launched in January 2020 aimed at senior leaders who report to an ADM or equivalent. All SLP participants are offered a 360° assessment and can select from a suite of in-class and virtual learning options. The suite of options included five one-day modules, action learning and group coaching in partnership with SEEC, as well as a Certificate in Public Policy Management in partnership with Dalhousie University. Options also included a self-directed online learning resource, Harvard Manage Mentor, which provided access to 41 leadership topics over a one-year period. Planning is underway to continue leadership programming in 2021/22.

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.

Leadership Foundations for Supervisors (LFS)

The Leadership Foundations for Supervisors (LFS) is a professional development program for Manitoba government supervisors. The program is designed to:

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

The LFS replaced the former Essentials of Supervision (EOS) Certificate Program. The new program draws on elements of the EOS that have proven successful, and includes updated curricula and learning methods aligned with government's transformation goals.

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

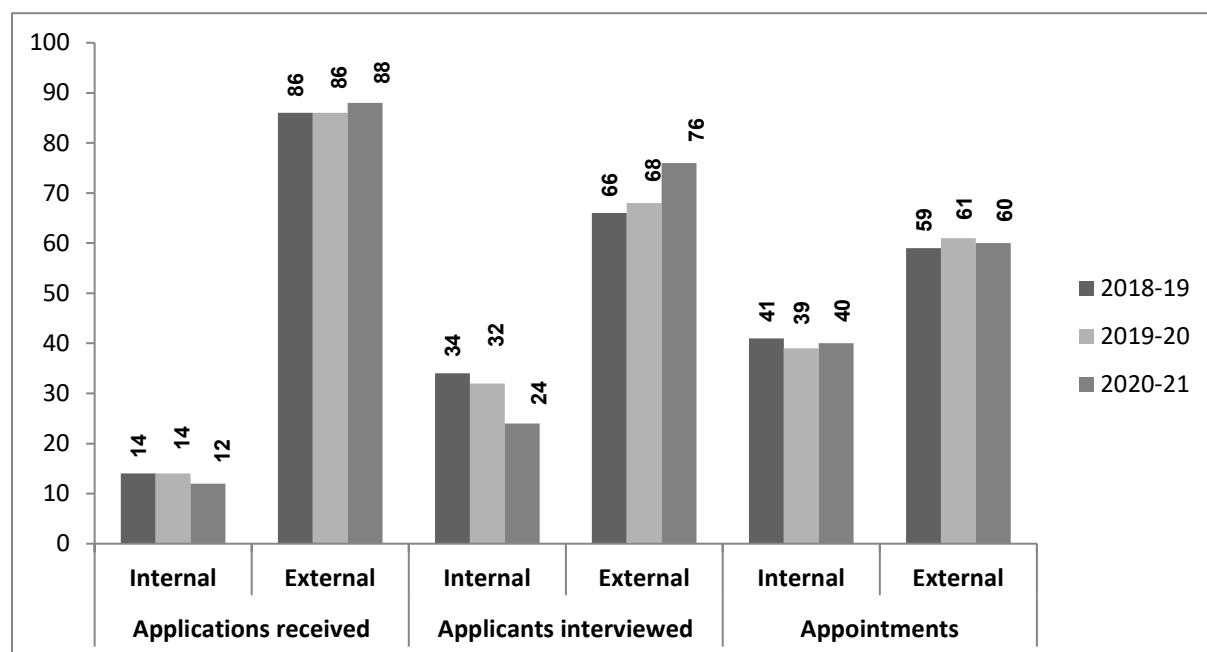
Three Year Comparative Total

In 2020/21 there were a total of 740 competitions for positions within the civil service with a total of 33,940 applications for these positions, or an average of 46 applications per competition.

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

	Fiscal year ending March 31 st		
	2018/19	2019/20	2020/21
Competition Totals	848	759	740
Applications received:			
Internal	4,418	4,152	4,013
External	26,836	25,317	29,927
Total	31,254	29,469	33,940
Applicants interviewed:			
Internal	1,559	1,410	1,435
External	2,994	2,951	4,437
Total	4,553	4,361	5,872
Appointments:			
Internal	501	412	473
External	719	648	702
Total	1,220	1,060	1,175

Shown graphically as a percentage of the total:



Competition Breakdown

Competition	Fiscal year ending March 31 st		
	2018/19	2019/20	2020/21
Open to public	629 (74%)	561 (74%)	539 (73%)
Closed (current civil servants only)	59 (7%)	64 (8%)	53 (7%)
Internal (department specific employees only)	134 (16%)	120 (16%)	130 (18%)
Cancelled competitions	26 (3%)	14 (1%)	18 (2%)
Total	848	759	740

Shown graphically as a percentage of the total:

