

# **Manitoba Civil Service Commission**

## **Annual Report 2007-2008**



## Civil Service Commission

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

May It Please Your Honour:

I present herewith the 90<sup>th</sup> annual report of the Manitoba Civil Service Commission for the period April 1, 2007 to March 31, 2008.

Respectfully submitted,

Greg Selinger  
Minister responsible for the Civil Service

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

Dear Mr. Selinger:

In conformity with the provisions of *The Civil Service Act*, I am pleased to forward to you, the Minister responsible for the civil service, the 90<sup>th</sup> annual report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2007 to March 31, 2008 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

Shirley Delaquis  
Chairperson



**Civil Service Commission**

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Ms Shirley Delaquis  
Chairperson  
Civil Service Commission Board

Dear Ms Delaquis:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period April 1, 2007 to March 31, 2008.

The past year has been a time of change for the commission. We have reorganized our staff to better undertake the challenges that lie before us. At the executive level we have had changes as senior managers have retired or moved on to new pursuits and new ones have joined us.

The commission continued to focus on the Civil Service Renewal Strategy during 2007-08, which is a comprehensive approach to the continuous revitalization of the civil service. As the number of senior managers eligible to retire within the next five years has reached 56%, and within 10 years 74%, building leadership at all levels of the organization has taken priority. This past year the commission:

- (a) increased the number of individuals participating in the Leadership Development Initiative by 64, increasing the total number of participants to 261
- (b) had our first rural intake in the Women's Leadership Program with 29 women participating, in addition to a second Winnipeg intake with 30 women participating
- (c) based on the results of an earlier pilot, refined the Leadership @ All Levels Program for launch in early 2008-2009
- (d) developed and introduced comprehensive tools and guidelines to support the continuous learning of all employees through the use of Learning Plans in support of the Learning Policy
- (e) developed two new certificate programs for launch in early 2008-09: the Public Sector Management Certificate Program and the Essentials of Supervision Certificate Program

Competing demand for new employees is also high and recruiting and retaining new talent continues to be an important aspect of the commission's activities. During 2007-08:

- (a) nine individuals entered the Management Internship Program; to date 36 individuals have been successful in attaining regular positions in government after participating in this program and nine are in their second/third year of the program
- (b) five students were placed in summer positions under the Millennium Scholarship Foundation Summer Internship Program
- (c) the New Professionals Network more than doubled its membership, to include 370 members from across all government departments and in various locations

A new provincial civil service diversity strategy announced in December 2007 will give renewed focus to the government's commitment to a civil service workforce that at all levels is reflective of the citizens it serves. This strategy will complement the renewal strategy in addressing the government's succession needs by tapping into segments of the province's population that are currently under represented.

Emphasis has been placed in the diversity strategy on increasing the number of persons with disabilities in the civil service. As a result, an additional program coordinator has been added to manage the Career Assistance Program for Persons with Disabilities. During 2007-08 five individuals were successful in gaining employment in departments following work placements under this program.

The commission has also been successful in the past year in a number of its other diversity programs, including:

- (a) six Aboriginal persons entered into the Aboriginal Public Administration Program (internship); to date 11 individuals have been successful in attaining positions in government after participating in this program
- (b) five Aboriginal employees entered the Aboriginal Management Development Program; to date 21 employees have received promotions after participating in this program
- (c) twelve members of visible minorities were successful in attaining positions in government after participating in work placements or volunteering under the Career Assistance Program for Members of Visible Minorities and Immigrants programs, and a further 12 through direct referral to departments without a prior work placement under this program; to date 35 individuals have been successful in attaining positions in government after participating in these programs

However diversity is about more than just the numbers, it is about enriching the workplace by facilitating the exchange of different perspectives and ideas. In November 2007 the annual Diversity and Employment Equity Conference was held. A total of 133 staff from across government attended to hear eight speakers discuss their experiences. At the conference the MB4Youth Division of Manitoba Education Citizenship and Youth was presented with the 2007 Dan Highway Diversity and Employment Equity Award for their demonstrated leadership by integrating the concepts of diversity and employment equity into their organization's strategies, practices and programs.

As you will recall, in 2004 the government initiated a number of initiatives to confirm the positive kind of workplace environment desired by employees, and to renew the government's commitment to seeing such an environment continue to exist. During 2007-08 the government passed *The Public Interest Disclosure (Whistleblower Protection) Act* and associated regulations, and updated the Conflict of Interest Policy.

These highlights provide a synopsis of the work that the commission has been doing this past year. As we move forward we will continue to provide human resource leadership and services to attain the highest standard of public service provided by a dedicated and representative workforce.

Respectfully submitted,

Debra Woodgate  
Commissioner

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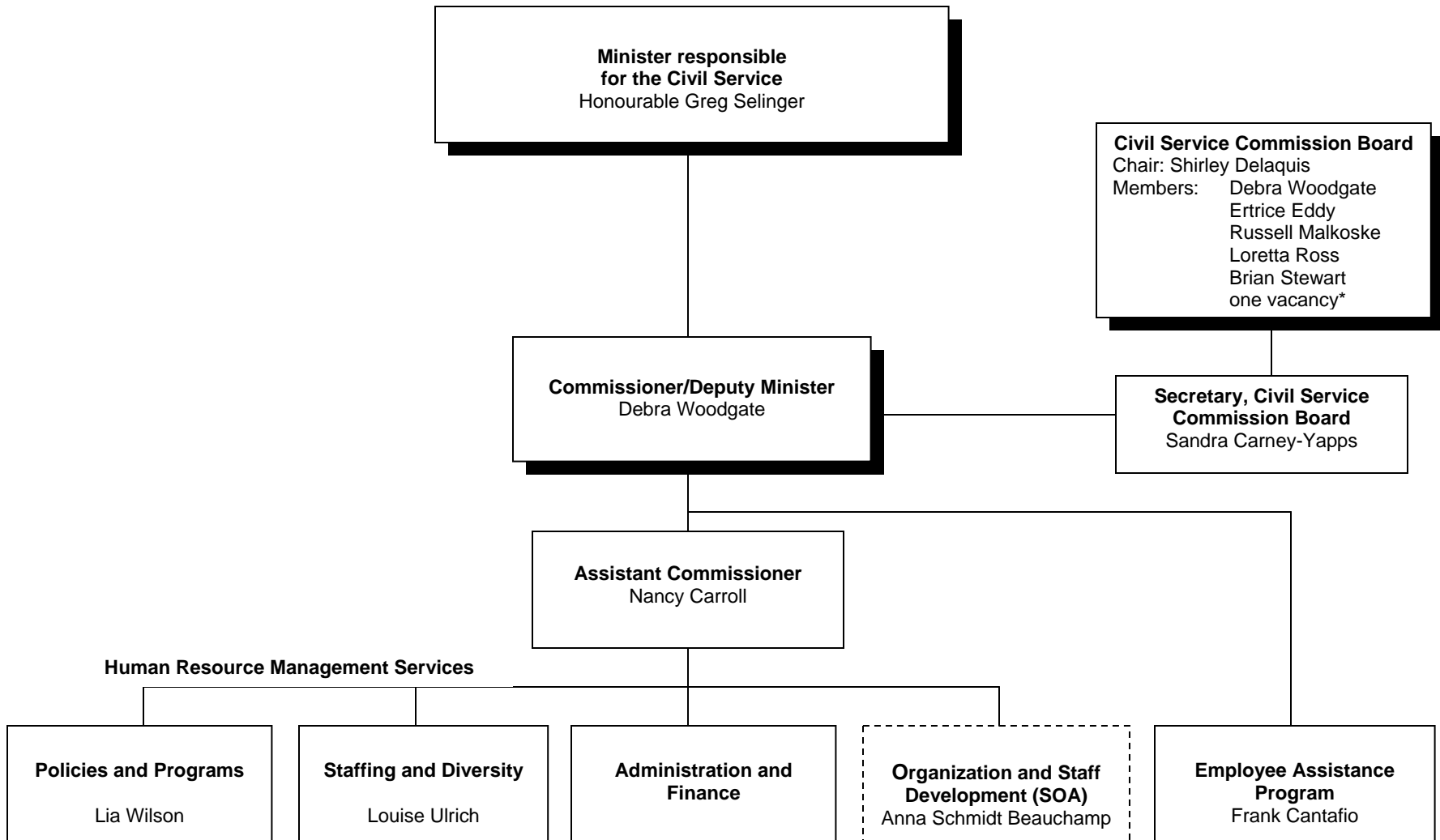
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# CIVIL SERVICE COMMISSION ORGANIZATION CHART

AS AT MARCH 31, 2008



\* filled as at June 1, 2008

# INTRODUCTION AND OVERVIEW

## Report Structure

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

## Governing Legislation

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

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

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

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

## Environmental Scan

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

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

The government has targeted an immigration level of 20,000 annually by 2016, of which approximately

50% would be potential new entrants into Manitoba's labour market. A recent report by Catalyst<sup>1</sup> estimates that 75% of immigrants to Canada are visible minorities.

## Composition of the Civil Service

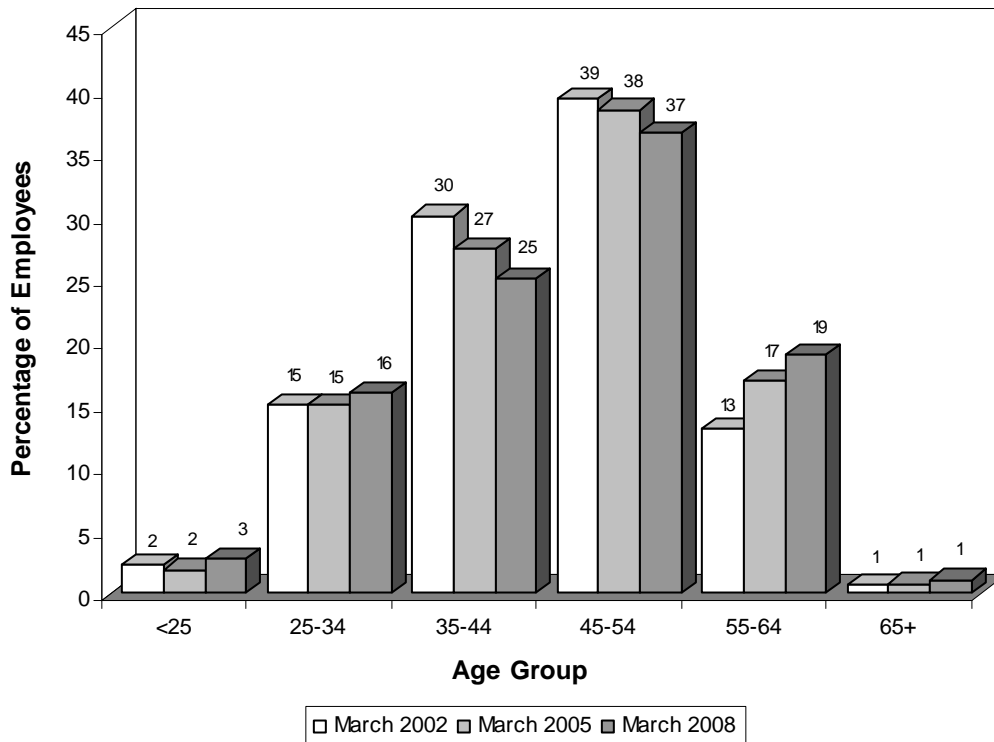
As at March 31, 2008 the total number of active civil service employees was 14,065. This includes all active employees appointed under *The Civil Service Act* (regular, term and technical - 12,447, departmental - 1,595, casual - 384, and contract - 23)<sup>2</sup>. Excluded are inactive employees<sup>2</sup>. These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or Crown corporations not appointed under *The Civil Service Act*.

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

## Age Demographics

Similar to what is happening to the demographics in the general population, the average age of the civil service has increased over the past number of years, and this is reflected in the number of employees that have retired on an annual basis, which has increased by 48% over the past eight years (from 2.8% to 3.9%). Recent projections show that 28% of civil servants will be eligible to retire within 5 years. This grows to 47% within 10 years. These numbers are even higher at the senior manager<sup>2</sup> level, where 56% will be eligible to retire within 5 years, and 74% within 10 years.

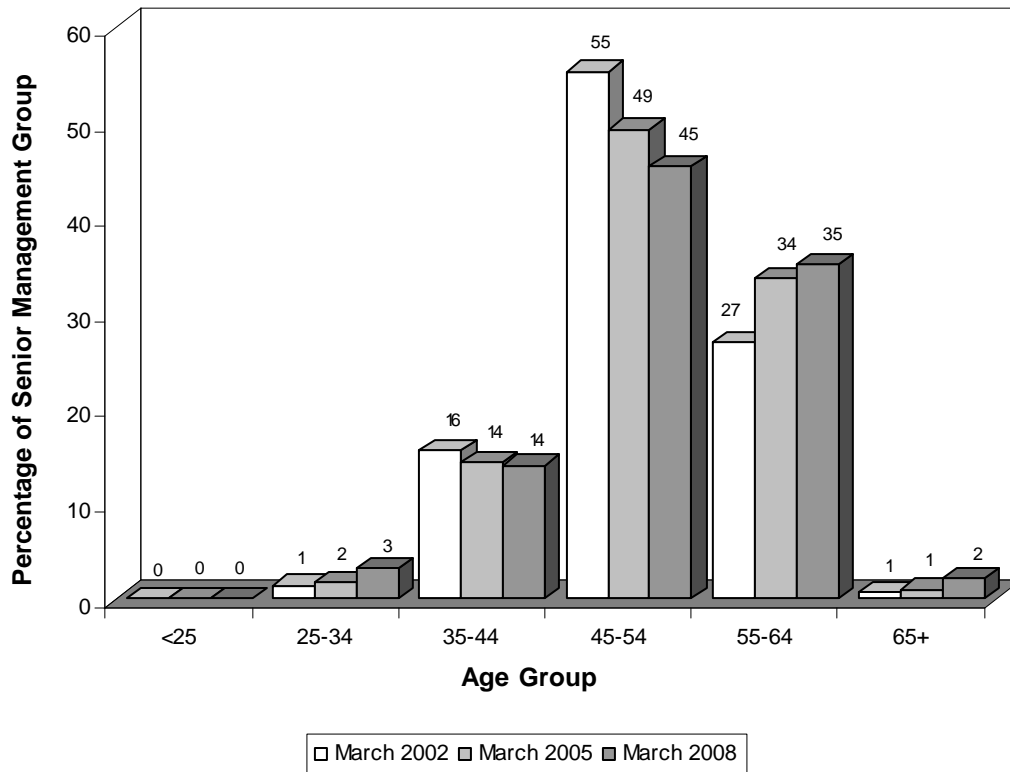
### Active employees in regular, term and technical positions



<sup>1</sup> An international organization that works to advance opportunities for women in business.

<sup>2</sup> See definitions in Appendix A.

## Senior management (active employees in the regular, term and technical categories only)



## Employment Equity

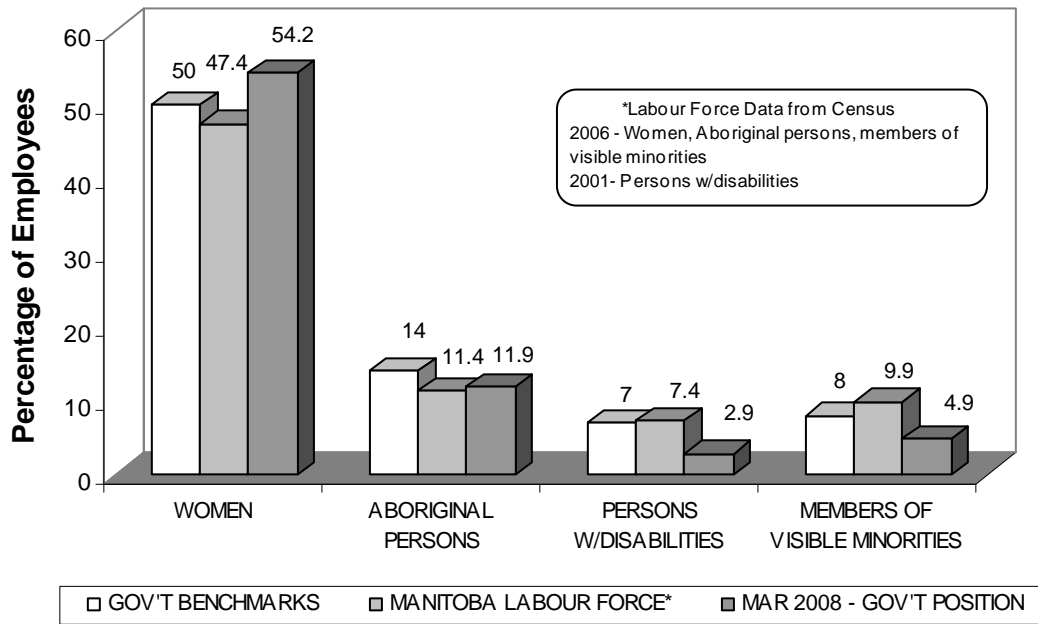
The commission is responsible for communicating and reporting on the implementation of the government's Employment Equity Policy. The goal of this policy is to achieve a civil service that is reflective of the citizens it serves at all levels of the organization, with respect to the four employment equity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

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

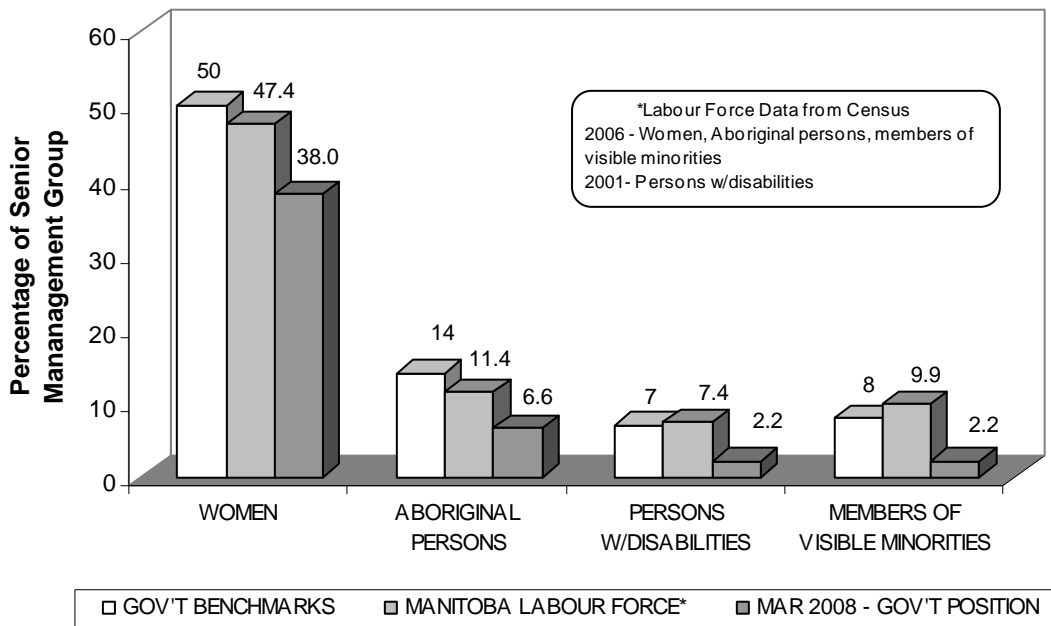
Previous benchmarks were revised in 2003-04 to reflect the population and workforce in Manitoba (as per 2001 census data) and community consultations. Statistics for employment equity group employees are based on employee self-declarations.

The following graphs reflect the benchmarks, labour force participation rates based on census data and the status as at March 2008.

**All civil service employees (including inactive)**



**Senior management (active employees in the regular, term and technical categories only)**



## ROLE OF THE CIVIL SERVICE COMMISSION

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

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

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

### **Vision**

A well qualified and representative workforce dedicated to providing the highest standard in responsive public service.

### **Mission**

Lead the development, management and delivery of human resource strategies and programs consistent with the provisions of *The Civil Service Act*, responsive to general government policies and supportive of departmental and/or broad organizational goals.

### **Operating Principles**

The Civil Service Commission is committed to:

- acting consistently with legislative requirements and government directions
- being responsive to and collaborative with those dependent upon our services
- providing ease of understanding and access
- anticipating future demands and initiating appropriate responses
- conducting ourselves in an exemplary manner and modeling the values espoused in our policies

### **Goals**

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

- attracting, retaining and engaging a service oriented, effective and representative workforce
- building inclusive workplaces that increase performance and employee satisfaction
- promoting employee well being and continuous development
- strengthening the human resource management function
- providing informed human resource advice

## CIVIL SERVICE COMMISSION BOARD

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

### **Board Members**

Shirley Delaquis, Chairperson/Citizen Member  
Debra Woodgate, Civil Service Commissioner  
Ertrice Eddy, Citizen Member  
Russell Malkoske, Citizen Member  
Loretta Ross, Citizen Member  
Yvonne Pompana, Citizen Member (appointed June 1, 2008)  
Brian Stewart, Citizen Member

The board welcomed Ms Yvonne Pompana as a new member effective June 1, 2008.

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

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

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

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

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

### **Quasi-Judicial Appeal Function**

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



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

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

The appeal function includes:

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

### Board Activities 2007-08

During 2007-08, the board met on a regular basis to review matters of concern to the board arising during the year and to consider presentations from staff on programs administered by the commission.

| Administrative Meetings                    | Fiscal Years Ending March 31 |         |         |
|--|------------------------------|---------|---------|
|  | 2005-06                      | 2006-07 | 2007-08 |
| Submissions:                               | 17                           | 14      | 11      |
| Staffing Audit Plans                       | 3                            | 2       | -       |
| Staffing and Employment Equity Assessments | 5                            | 3       | 2       |
| Revisions to Staffing Delegation           | 8                            | 9       | 5       |
| Human Resource Policy Approval             | 3                            | 1       | 1       |
| Other                                      | -                            | -       | -       |

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, human resource practices and policies. The board reviewed and updated their terms of reference in October 2007. The board attended the 2007 Annual Diversity and Employment Equity Update Conference and a conference held by the Manitoba Council for Administrative Tribunals.

Staff presentations to the board included the following:

- an update on the Provincial Civil Service Diversity and Employment Equity Strategy
- an overview and training session on the classification review process
- presentations on the Respectful Workplace Policy, the Values and Ethics Guide and *The Public Interest Disclosure (Whistleblower Protection) Act*

| Appeals                                       | Fiscal Years Ending March 31 |         |         |
|---|------------------------------|---------|---------|
|   | 2005-06                      | 2006-07 | 2007-08 |
| Initiated                                     | 15                           | 12      | 16      |
| Carried over from previous year <sup>1</sup>  | 10                           | 15      | 13      |
| Withdrawn                                     | 10                           | 5       | 7       |
| Heard   | 7                            | 5       | 5       |
| Granted                                       | 3                            | 1       | -       |
| Granted other than requested                  | -                            | -       | -       |
| Denied  | 4                            | 4       | 5       |
| Carried over to next fiscal year <sup>1</sup> | 10                           | 15      | 17      |

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

The board continues to review all appeal decisions, once issued to ensure consistency and common understanding of the issues determined. The board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2007-08 included classification and interpretation of policy matters. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

| Appeals by Type                | Initiated 2007-08 | Carried from 2005-06 & 2006-07 | Withdrawn | Granted  | Granted Other | Denied   | Carried to 2008-09 |
|--------------------------------|-------------------|--------------------------------|-----------|----------|---------------|----------|--------------------|
| Classification                 | 10                | 11                             | 5         | -        | -             | 4        | 12                 |
| Selection                      | 2                 | 1                              | 1         | -        | -             | -        | 2                  |
| Classification Dispute         | -                 | 1                              | -         | -        | -             | -        | 1                  |
| Conflict of Interest           | -                 | -                              | -         | -        | -             | -        | -                  |
| Benefits Administration        | -                 | -                              | -         | -        | -             | -        | -                  |
| Over-Range                     | 2                 | -                              | -         | -        | -             | -        | 2                  |
| Dismissal                      | -                 | -                              | -         | -        | -             | -        | -                  |
| Administrative Review          | -                 | -                              | -         | -        | -             | -        | -                  |
| Jurisdiction                   | 2                 | -                              | 1         | -        | -             | 1        | -                  |
| Violation of the Act           | -                 | -                              | -         | -        | -             | -        | -                  |
| Trial Rejection                | -                 | -                              | -         | -        | -             | -        | -                  |
| Disciplinary Action            | -                 | -                              | -         | -        | -             | -        | -                  |
| Implementation of CSC Decision | -                 | -                              | -         | -        | -             | -        | -                  |
| <b>Total</b>                   | <b>16</b>         | <b>13</b>                      | <b>7</b>  | <b>-</b> | <b>-</b>      | <b>5</b> | <b>17</b>          |

# EXECUTIVE SUPPORT

## Overview

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

## Objectives

The objectives of Executive Support are to:

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

## Activities/Results

- Through the program areas of the commission, provide a comprehensive human resource management function consistent with *The Civil Service Act* and government policy and supportive of government's and departments' goals.
- Provide advice and direct assistance to government and departments in the recruitment, selection and appointment of executive staff, including leadership development.
- Monitor, evaluate and support the implementation of diversity and employment equity across the government service and formulate issues and recommendations for review with the minister responsible.
- Manage and direct the executive functions of the commission and development of strategic initiatives and program development.
- Manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals.
- Provide policy, jurisdictional and legal consultation and advice to senior executive government management.
- Manage and promote renewal initiatives.
- Implement *The Public Interest Disclosure (Whistleblower Protection) Act* across the public service with the assistance of Treasury Board Secretariat.

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

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

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly

directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

The Act applies to public sector employees including those in departments, Crown corporations, regional health authorities, statutory child and family services agencies and authorities, independent offices of the legislative assembly, universities and colleges, and approximately 400 funded agencies.

The commission assisted by Treasury Board Secretariat was responsible for the implementation of the Act across the public service. A designated officers network is in place providing a forum for designated officers in the government to meet on a regular basis for information-sharing, networking and exchanging ideas/experiences in the implementation of the new legislation.

The following is a summary of disclosures received by the commission and Organization and Staff Development for fiscal year 2007-08:

| <b>Information Required Annually<br/>(per Section 18 of The Act)</b>   | <b>Fiscal Year<br/>2007-08</b> |
|--|--------------------------------|
| The number of disclosures received, and the number acted on and not acted on.<br><i>Subsection 18(2)(a)</i>  | <b>NIL</b>                     |
| The number of investigations commenced as a result of a disclosure.<br><i>Subsection 18(2)(b)</i>  | <b>NIL</b>                     |
| In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken.<br><i>Subsection 18(2)(c)</i> | <b>NIL</b>                     |

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

| <b>Expenditures by<br/>Sub-appropriation</b> | <b>Actual<br/>2007-08<br/>\$(000s)</b> | <b>FTEs</b> | <b>Estimate<br/>2007-08<br/>\$(000s)</b> | <b>Variance<br/>(Over/Under)<br/>\$(000s)</b> | <b>Expl.<br/>No.</b> |
|--|--|-------------|--|---|----------------------|
| Salaries and Employee Benefits               | 395.9                                  | 4.00        | 383.1                                    | 12.8  |                      |
| Other Expenditures                           | 71.5                                   |             | 59.2                                     | 12.3  |                      |
| <b>Total Sub-appropriation</b>               | <b>467.4</b>                           | <b>4.00</b> | <b>442.3</b>                             |   |                      |

# HUMAN RESOURCE MANAGEMENT SERVICES

## Overview

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

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

This division is divided into three program areas: Policies and Programs; Staffing and Diversity; and, Organization and Staff Development. Additional information on the first two program areas follows. Organization and Staff Development, which has been operating as a special operating agency since 1994-95, prepares a separate annual report.

## Objectives

The objectives of this division are to:

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

## Activities/Results

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

- Implement the Manitoba Civil Service Renewal Strategy, leading and coordinating the efforts of the department renewal authorities and the human resource directors, identifying human resource issues, recommending appropriate action and reporting on progress.
- Develop and manage corporate renewal and diversity programs that recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workplace. In 2007-08:
  - Career Assistance Program for Persons with Disabilities: 7 participants
  - Career Assistance Program for Members of Visible Minorities and Immigrants – Career Gateway Program: 17 new participants
  - Career Assistance Program for Members of Visible Minorities and Immigrants – Volunteers in Public Service Program: 4 new participants
  - Aboriginal Public Administration Program: 4 continuing participants

- Management Internship Program: 9 new plus 9 continuing participants
- Aboriginal Management Development Program: 5 continuing participants
- Financial Management Development Program: 6 continuing participants
- Summer Internship Program – Millennium Scholarship Foundation Excellence Award Laureates: 5 participants

These programs are described in Appendix C.

- Engage in outreach activities in order to promote career opportunities in the civil service with various diversity groups and employment equity organizations as well as universities and colleges. In 2007-08 outreach activities included:
  - participating in the Manitoba Business Leadership Network Job Fair for persons with disabilities
  - meetings with organizations representing persons with disabilities
  - participating in the Winnipeg Chamber of Commerce Aboriginal Job Fair
  - participating in the Brandon Career Symposium
  - participating in the Rotary Club Career Symposium
  - participating in the Afro-Caribbean Association Job Recruitment Fair
  - ongoing outreach to Aboriginal communities across the province on behalf of departments that serve Aboriginal people
  - ongoing outreach to organizations representing the visible minority community and employment agencies that work with members of visible minorities and/or immigrant clients
  - ongoing participation in conferences and committees relating to increasing the representation and improving the distribution of women in government at all levels
  - ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities and assess any specific accommodation requirements
- Working in conjunction with Organization and Staff Development, design and implement government-wide employee development programs that increase leadership capacity within the civil service. In 2007-08:
  - Leadership Development Initiative: 62 new participants
  - Leadership @ All Levels: refined based on previous pilot for launch of program in early 2008-09
  - Women's Leadership Program: 29 new participants
  - Public Sector Management Certificate Program: developed for implementation in early 2008-09
  - Essentials of Supervision Certificate Program: developed for implementation in early 2008-09
  - Office Professionals Certificate Program: 152 new participants

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

- Design and implement a corporate orientation program that gives new employees an interactive and positive orientation to the civil service through a half-day in-person orientation session and an on-line manual.
  - this program was developed and piloted during 2007-08 for introduction during 2008-09; it is described in Appendix C
- Implement and support programs and networks that attract, retain and engage future and representative generations of civil servants.
  - the New Professionals Network more than doubled its membership during 2007-08, to 370 members from across all government departments and in various locations in the province; this program is described in Appendix C

- Develop and implement the corporate human resource plan to update human resource practices and governance in the civil service, to strengthen the coordination of human resource activities, and to focus them on corporate priorities and on being responsive to departmental needs.
  - centralization of the position classification function in Labour Relations of the Treasury Board Secretariat commenced during 2007-08
  - a review of existing staffing processes and recommendations for changes to improve the processes was undertaken during 2007-08, for implementation during 2008-09
- Develop plans for a provincial civil service diversity strategy, announced in December 2007, to accelerate progress towards the government's employment equity goal of a civil service that is representative of the citizens it serves at all levels of the organization, as established in the government's Employment Equity Policy.
- Establish recruitment and selection processes that result in the civil service having a well qualified and representative workforce which is capable of advancing.
  - 74 employees attended the Staffing Skills for Managers and HR Practitioners workshop facilitated by commission staff in 2007-08
- Support the development of, and knowledge sharing among, the human resource community, encouraging continuous review and improvement of human resource service delivery.
- Develop and implement government-wide human resource policies and related procedures.
  - work began on revitalizing the government's human resource policies during 2007-08
- Set standards and implement staffing practices that increase the probability that the government has well qualified persons whose appointments are based on principles of fairness, equity and merit, and ensure compliance with any delegated staffing authority from the commission. During 2007-08:
  - 4 audits of staffing practices of departments with delegated staffing authority were conducted
  - 4 audits of employment equity activities in departments were conducted (Ombudsman, Elections Manitoba, Office of the Children's Advocate, Conservation)
  - audit plans for Family Services and Housing and Health and Health Living were completed and approved by the Civil Service Commission Board

Statistics on competitions are provided in Appendix D.

- In collaboration with Organization and Staff Development, implement effective training and development practices that reflect the most current knowledge, that complement the government's values and policy framework, that address gaps pertinent to what is required in the delivery of good public service and that support employees in realizing their full potential, for the benefit of the government and their careers.
  - additional information is available in the Organization and Staff Development annual report
- Develop, implement, communicate and support policies and initiatives that support a positive workplace environment in the government.
  - the Conflict of Interest Policy was updated in 2007-08
- Participate in the implementation of electronic human resource information systems that: support informed and timely human resource decision-making across the civil service and the evaluation of human resource practices; and, modernize the way services are provided to civil servants. During 2007-08:
  - completed the annual 2006-07 Provincial of Manitoba Employment Equity Program Quantitative Indicators Statistical Report
  - completed the first phase of transition from a department-based IT service delivery model to a centralized IT service delivery model; including server consolidation
  - in collaboration with Labour Relations and ICT Services Manitoba, completed the SAP Security Redesign to review, redefine and reallocate SAP HR roles
  - completed the development and transition to a revised corporate HR reporting tool
  - began the implementation of Employee Self-Service which will enable employees to view and update their personal employment, pay and benefits information over the intranet

- Identify any human resource issue that is a barrier to, or an opportunity for, making the government a more rewarding and attractive workplace, and develop, recommend and implement any response to that issue.
- Lead planning activities, with particular attention to any innovations that improve human resource practice in general or advance the goals of the government's renewal strategy in particular.
- Participate in the government's business continuity planning during 2007-08 by:
  - working with HR directors to complete a business continuity plan for a consolidated human resource services sector operation
  - working with the commission's executive management and a working team to complete a department business continuity plan

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

| <b>Expenditures by<br/>Sub-appropriation</b> | <b>Actual<br/>2007-08<br/>\$(000s)</b> | <b>FTEs</b>  | <b>Estimate<br/>2007-08<br/>\$(000s)</b> | <b>Variance<br/>(Over/Under)<br/>\$(000s)</b> | <b>Expl.<br/>No.</b> |
|--|--|--------------|--|---|----------------------|
| Salaries and Employee Benefits               | 1,717.0                                |              | 1,630.0                                  | 87.0  |                      |
| Other Expenditures                           | 966.3                                  | 21.00        | 1,043.7                                  | (77.4)  |                      |
| <b>Total Sub-appropriation</b>               | <b>2,683.3</b>                         | <b>21.00</b> | <b>2,673.7</b>                           | <b>9.6</b>                                    |                      |



# EMPLOYEE ASSISTANCE PROGRAM (EAP)

## Overview

The Employee Assistance Program (EAP) is responsible for ensuring that self-referred employees receive help with a variety of personal and interpersonal problems impacting negatively on their home or work life. The program accomplishes this by providing counselling and interventions that address problems that interfere with effective work performance and the well-being of employees, (e.g. marital and family difficulties, psychological concerns such as stress, depression, and grief, as well as workplace conflicts, trauma and substance abuse).

## Objectives

To assist employees in the stabilization of problems of a personal or interpersonal nature thereby deterring high costs associated with absenteeism, illness and poor morale.

## Activities/Results

The EAP experienced a total of 3,416 employee contacts inclusive of all direct clinical services as well as other program services of a non-clinical nature. Clinical services were provided to a total of 2,186 employees based on 1,819 total active cases and 1,303 new case openings.

These total figures include the 1,688 government employees who used the clinical services of the EAP reflected in the 984 new case openings and 1,333 total active cases from within the civil service. Use of EAP services among government employees is very consistent with the previous year and reflects a distribution of requests for assistance across individual (29.5%), couple (22.0%), family (22.8%) and occupational (25.7%) problem categories that is reflective of previous years.

The balance of the clinical cases are related to the 498 employees using EAP services from external contracts which are reflected in 319 new case openings and 486 total cases. The slight decrease in the figures among the external contract groups likely reflects a decrease in the total number of employees eligible for the EAP among external organizations as a result of the discontinuation of services to EAP's largest external client which has 1,900 employees.

In 2007-08 recruitment for a new respectful workplace advisor position commenced in anticipation of having an individual in place in early 2008-09.

## 1(c) EMPLOYEE ASSISTANCE PROGRAM

| <b>Expenditures by<br/>Sub-appropriation</b>   | <b>Actual<br/>2007-08<br/>\$(000s)</b> | <b>FTEs</b> | <b>Estimate<br/>2007-08<br/>\$(000s)</b> | <b>Variance<br/>(Over/Under)<br/>\$(000s)</b> | <b>Expl.<br/>No.</b> |
|--|--|-------------|--|---|----------------------|
| Salaries and Employee Benefits                 | 643.7                                  | 9.00        | 722.0                                    | (78.3)  |                      |
| Other Expenditures                             | 229.9                                  |             | 152.7                                    | 77.2  | 1                    |
| Less: Recoverable from other<br>Appropriations | (120.7)                                |             | (119.4)                                  | (1.3)   |                      |
| <b>Total Sub-appropriation</b>                 | <b>752.9</b>                           | <b>9.00</b> | <b>755.3</b>                             | <b>(2.4)</b>                                  |                      |

### Explanation:

1. The increase is due to the relocation of the Employee Assistance Program office to 55 Donald Street.

**Overall Summary of EAP Service  
2005-06 TO 2007-08<sup>1</sup>**

|  | <b>Fiscal Year Ending March 31</b> |                |                |
|--|------------------------------------|----------------|----------------|
|  | <b>2005-06</b>                     | <b>2006-07</b> | <b>2007-08</b> |
| <b>1 COUNSELLING CASES</b>   |                                    |                |                |
| Open cases at start of year  | 441                                | 410            | 489            |
| Total openings   | 1,405                              | 1,357          | 1,271          |
| <b>Total counselling cases</b>                                       | <b>1,846</b>                       | <b>1,767</b>   | <b>1,760</b>   |
| <b>2 SPECIALIZED CLINICAL SERVICES EMPLOYEE CONTACTS</b>             |                                    |                |                |
| Conflict resolution-mediation service                                | 51                                 | 41             | 56             |
| Workplace assessment and intervention                                | 116                                | 201            | 246            |
| Trauma   | 196                                | 299            | 122            |
| Sexual harassment  | 4                                  | 3              | 2              |
| <b>Total specialized clinical services employee contacts</b>         | <b>367</b>                         | <b>544</b>     | <b>426</b>     |
| <b>3 PROGRAM MANAGEMENT SERVICES</b>                                 |                                    |                |                |
| Education and outreach (number of employees attending)               |                                    |                |                |
| EAP information session  | 221                                | 789            | 721            |
| Special topics (e.g. sexual harassment, bullying, change transition) | 317                                | 270            | 120            |
| Touchstone groups <sup>2</sup>                                       | -                                  | -              | 60             |
| Subtotal education and outreach                                      | 538                                | 1,059          | 901            |
| Consultation   | 385                                | 327            | 329            |
| <b>Total program management services</b>                             | <b>923</b>                         | <b>1,386</b>   | <b>1,230</b>   |
| <b>Total EAP contacts (1+2+3)</b>                                    | <b>3,136</b>                       | <b>3,697</b>   | <b>3,416</b>   |

**Notes:**

1. Includes services provided to employees of the Manitoba government as well as fee for service contracts. 2007-08 reflects the first year following discontinuation of the EAP's largest external contract.
2. Touchstone groups emphasize providing support through community among Aboriginal employees. The focus is on affirmation, encouragement and mentorship.

## INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

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

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

### Objectives

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

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

### Activities/Results

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

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

| <b>Expenditures by<br/>Sub-appropriation</b> | <b>Actual<br/>2007-08<br/>\$(000s)</b> | <b>FTEs</b>  | <b>Estimate<br/>2007-08<br/>\$(000s)</b> | <b>Variance<br/>(Over/Under)<br/>\$(000s)</b> | <b>Expl.<br/>No.</b> |
|--|--|--------------|--|---|----------------------|
| Other Expenditures                           | 1,698.0                                | 48.50        | 1,819.8                                  | (121.8)                                       |                      |
| <b>Total Sub-appropriation</b>               | <b>1,698.0</b>                         | <b>48.50</b> | <b>1,819.8</b>                           | <b>(121.8)</b>                                |                      |

## COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

### 17-2 COSTS RELATED TO CAPITAL ASSETS

| <b>Expenditures by<br/>Sub-appropriation</b> | <b>Actual<br/>2007-08<br/>\$(000s)</b> | <b>Estimate<br/>2007-08<br/>\$(000s)</b> | <b>Variance<br/>(Over/Under)<br/>\$(000s)</b> | <b>Expl.<br/>No.</b> |
|--|--|--|---|----------------------|
| Costs related to Capital Assets              | 58.9                                   | 58.9                                     | -   |                      |
| <b>Total Sub-appropriation</b>               | <b>58.9</b>                            | <b>58.9</b>                              | <b>-</b>                                      |                      |

## Sustainable Development

The commission is a small organization whose operations are primarily housed within two office building locations in Winnipeg. During 2007-08, the commission continued to place emphasis on environmental sound practices by providing for additional and more accessible recycling bins. As well, there was continued use of re-cycled paper in photocopiers and all computer printers; two-sided printing of documents, maximizing toner life and the use of re-cycled toner cartridges for all computer printers; and continued work to investigate and implement the appropriate disposal of recyclable items such as cans, newspapers and plastics in conjunction with a government-wide solution.

# FINANCIAL INFORMATION SECTION

## Part A – Operating Expenditure

### Civil Service Commission

#### RECONCILIATION STATEMENT

| <b>DETAILS</b>   | <b>2007-08<br/>ESTIMATES<br/>\$(000)s</b> |
|--|---|
| <b>2007-08 MAIN ESTIMATES</b><br><br><b>MAIN ESTIMATES AUTHORITY<br/>TRANSFERRED FROM - ENABLING APPROPRIATIONS:</b> <ul style="list-style-type: none"><li>• <b>Internal Reform, Workforce Adjustment and<br/>General Salary Increases</b></li></ul> | <b>5,450.0</b><br><br><b>300.0</b>        |
| <b>2007-08 ESTIMATES</b>   | <b>5,750.0</b>                            |

**Expenditure Summary**  
**Civil Service Commission**  
for the fiscal year ending March 31, 2008  
with comparative figures for the previous fiscal year

| Estimate<br>2007-08<br>(\$000)s | Appropriation                                   | Actual<br>2007-08<br>\$(000)s | Actual<br>2006-07<br>\$(000)s | Increase/<br>(Decrease)<br>(\$000s) | Expl.<br>No. |
|---------------------------------|---|-------------------------------|-------------------------------|-------------------------------------|--------------|
|                                 | 17-1 Civil Service Commission                   |                               |                               |                                     |              |
|                                 | (a) Executive Support                           |                               |                               |                                     |              |
| 383.1                           | Salaries and Employee Benefits                  | 395.9                         | 320.2                         | 75.7                                |              |
| 59.2                            | Other Expenditures                              | 71.5                          | 88.5                          | (17.0)                              |              |
|                                 | (b) Human Resource Management Services          |                               |                               |                                     |              |
| 1,930.0                         | Salaries and Employee Benefits                  | 1,717.0                       | 1,416.2                       | 300.8                               | 1            |
| 1,043.7                         | Other Expenditures                              | 966.3                         | 1,029.8                       | (63.5)                              |              |
|                                 | (c) Employee Assistance Program                 |                               |                               |                                     |              |
| 722.0                           | Salaries and Employee Benefits                  | 643.7                         | 587.7                         | 56.0                                |              |
| 152.7                           | Other Expenditures                              | 229.9                         | 133.7                         | 96.2                                |              |
| (119.4)                         | Less: Recoverable from other appropriations     | (120.7)                       | (119.1)                       | (1.6)                               |              |
| 1,819.8                         | (d) Internship, Equity and Employee Development | 1,698.0                       | 1,257.9                       | 440.1                               | 2            |
| 5,691.1                         | <b>TOTAL 17-1</b>                               | 5,601.6                       | 4,714.9                       | 886.7                               |              |
| 58.9                            | 17-2 Costs Related to Capital Assets            | 58.9                          | 58.9                          | -                                   |              |
| 58.9                            | <b>TOTAL 17-2</b>                               | 58.9                          | 58.9                          | -                                   |              |
| 5,750.0                         | <b>TOTAL 17</b>                                 | 5,660.5                       | 4,773.8                       | 886.7                               |              |

**Explanations:**

1. The increase in salaries year over year in Human Resource Management Services is due to costs associated with staff retirements; staffing changes (i.e. secondments) and other minor salary cost adjustments.
2. Increase in Internship, Equity and Employee Development salaries in 2007-08 is attributed to the increase in the numbers of interns in rotational assignments over the previous year, primarily the Management Internship Program (MIP). In addition, promotion of the Career Assistance Program for Persons with Disabilities resulted in an increase in the number of term placements within departments during 2007-08.

**Revenue Summary  
Civil Service Commission**

for the fiscal year ending March 31, 2007 with comparative figures for the previous fiscal year

| <b>Actual<br/>2006-07<br/>\$(000)s</b> | <b>Actual<br/>2007-08<br/>\$(000)s</b> | <b>Source</b> | <b>Actual<br/>2007-08<br/>\$(000)s</b> | <b>Estimate<br/>2007-08<br/>\$(000)s</b> | <b>Variance<br/>\$(000)s</b> | <b>Expl.<br/>No.</b> |
|--|--|---------------|--|--|------------------------------|----------------------|
| CURRENT OPERATING PROGRAMS             |  |               |  |  |                              |                      |
| OTHER REVENUE                          |  |               |  |  |                              |                      |
| 164.7                                  | 108.4                                  | (a) Sundry *  | 108.4                                  | 100.1                                    | 8.3                          | 1,2                  |

**\* Sundry items include revenue from Employee Assistance Program Services**

1. The year-over-year decrease in revenue is due to the April 1, 2007 termination of an EAP client contract.
2. Increase over estimate is related to increases in employee counts within EAP client contracts.



**Five Year Expenditure and Staffing Summary by Main Appropriation**  
**Civil Service Commission**  
for the years ending March 31, 2004 - March 31, 2008

| Main Appropriation                     |                                       | Actual/Adjusted Expenditures |                |              |                        |              |                     |              |                |              |                        |
|--|---------------------------------------|------------------------------|----------------|--------------|------------------------|--------------|---------------------|--------------|----------------|--------------|------------------------|
|  |                                       | 2003-04                      |                | 2004-05      |                        | 2005-06      |                     | 2006-07      |                | 2007-08      |                        |
|  |                                       | FTEs                         | \$(000)s       | FTEs         | \$(000)s               | FTEs         | \$(000)s            | FTEs         | \$(000)s       | FTEs         | \$(000)s               |
| 17-1                                   | Civil Service Commission              | 87.50                        | 4,230.0        | 85.00        | 4,820.8 <sup>(1)</sup> | 85.00        | 4,971.0             | 83.00        | 4,714.9        | 83.00        | 5,601.6 <sup>(3)</sup> |
| 17-2                                   | Other Costs Related to Capital Assets | -                            | 64.8           | -            | 66.3                   | -            | 59.6 <sup>(2)</sup> | -            | 58.9           | -            | 58.9                   |
| <b>Total Department Appropriations</b> |                                       | <b>87.50</b>                 | <b>4,294.8</b> | <b>85.00</b> | <b>4,887.1</b>         | <b>85.00</b> | <b>5,030.6</b>      | <b>83.00</b> | <b>4,773.8</b> | <b>83.00</b> | <b>5,660.5</b>         |

**Explanations:**

1. The increase in 2004-05 is a result of various items: salary costs were higher due to the HR Professional Officer Series reclassification and decreased vacancies in the Internship Programs; other expenditures were higher due to increased activity the Leadership Development Initiative (LDI) and expensing of the costs for the SAP Qualifications and Requirements module (expenditures did not meet capitalization criteria).
2. Decrease is due to the elimination of the interest expense in 2005-06.
3. Increase in Internship, Equity and Employee Development salaries in 2007-08 is attributed to the increase in the numbers of interns in rotational assignments over the previous year, primarily the Management Internship Program (MIP). In addition, promotion of the Career Assistance Program for Persons with Disabilities resulted in an increase in the number of term placements within departments during 2007-08.

## CIVIL SERVICE COMMISSION – PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2007-08 reporting year. This is the third year in which all Government of Manitoba departments have included a performance measurement section, in a standardized format, in their annual reports.

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

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

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

### Measures of Performance or Progress

| What is being measured and using what indicator?   | Why is it important to measure this?   | Where are we starting from (baseline measurement)?   | What is the 2007-08 result or most recent available data?  | What is the trend over time?   | Comments/Recent Actions/ Report Links |
|--|--|--|--|--|---------------------------------------|
| <p>The increase in the leadership capacity within the civil service, by measuring participation in three major development initiatives - Leadership Development Initiative, Women's Leadership Program and Leadership @ All Levels</p> | <p>Leadership is the most important variable if resources are fixed and service demand is increasing.</p> <p>Leadership is a major component of the renewal strategy, for the implementation of which the commission is accountable.</p> <p>Level of participation in the three major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.</p> | <p>Number of participants as of March 31, 2006:</p> <p>Leadership Development Initiative – 188 participants</p> <p>Women's Leadership Program – 30 participants</p> <p>Leadership @ All Levels – 55 participants and their supervisors (pilot)</p> | <p>Number of participants as of March 31, 2008:</p> <p>Leadership Development Initiative – 261 participants</p> <p>Women's Leadership Program – 59 participants</p> <p>Leadership @ All Levels – not offered during 2007-08 (program was being refined following pilot offering)</p> | <p>Continuing increases for all indicators as the Leadership Development Initiative will be offered again and the Women's Leadership Program and Leadership @ All Levels move from pilots to on-going offerings.</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 2007-08 result or most recent available data?  | What is the trend over time?   | Comments/Recent Actions/ Report Links   |
|--|--|---|--|--|---|
| <p>The increase in employee engagement, to sustain good people practices that retain and attract employees, by measuring the percentage of employees who indicate commitment and satisfaction about their job and organization in the employee survey.</p> | <p>The renewal strategy has evolved from a means to address pending turnover to a comprehensive and ongoing plan that is revitalizing the civil service.</p> <p>The purpose of the renewal strategy is to keep and attract the talent government needs to meet the public service expectations of Manitobans. One of the ways to fulfill the objectives of the renewal strategy is to create a work environment that will help us to retain and attract employees.</p> | <p>The baseline measurement has changed from previous years as a new series of questions were asked in the 2007 Employee Survey on employee engagement (which refers to the commitment and satisfaction employees express about their job, organization or employment. The new baseline measure is 60%.</p> | <p>From the 2007 survey: 60% employee engagement</p>   | <p>No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.</p>                      | <p>The employee survey is generally conducted every 3 years.</p>  |
| <p>Our progress towards achieving the equity and diversity goals of government, by measuring the number of employment equity group members as a percentage of total employees, at the end of the fiscal year.</p>  | <p>The commission is accountable for the implementation of the government's equity policy and diversity strategy. The policy is accompanied by employment equity benchmarks for four equity groups (women, Aboriginal Persons, persons with disabilities and members of visible minorities).</p> <p>The benchmarks reflect the population and workforce of Manitoba based on 2001 census data and community consultations.</p>   | <p>Equity groups as a % of the civil service as of March 31, 2006 (benchmarks provided in brackets):</p> <p>Women: 53% (50%)</p> <p>Aboriginal Persons: 11% (14%)</p> <p>Persons with Disabilities: 2.8% (7%)</p> <p>Visible Minorities: 4.2% (8%)</p>  | <p>Equity groups as a % of the civil service as of March 31, 2008:</p> <p>Women: 53.6%</p> <p>Aboriginal Persons: 11.2%</p> <p>Persons with Disabilities: 2.8%</p> <p>Visible Minorities: 4.5%</p> | <p>Trend data from 2003 to 2008 indicates that overall the representation of the employment equity groups in the civil service is improving.</p> | <p>The workforce includes both active and inactive, regular, term, technical and departmental employees working in government as of dates quoted. The statistics for employment equity group membership are based on employee self-declaration.</p> |

| <b>What is being measured and using what indicator?</b>  | <b>Why is it important to measure this?</b>   | <b>Where are we starting from (baseline measurement)?</b> | <b>What is the 2007-08 result or most recent available data?</b>            | <b>What is the trend over time?</b>  | <b>Comments/Recent Actions/ Report Links</b>                     |
|--|---|---|---|--|--|
| <p>Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the employee survey.</p> | <p>The commission is accountable for the implementation of the government's equity policy and diversity strategy.</p> | <p>From the 2004 employee survey: 65.0% of employees</p>  | <p>From the 2007 employee survey (most recent data): 63.2% of employees</p> | <p>Although this measure went down marginally, there was an increase in the number of employees who indicated that their department has developed strategies for building a diverse workplace and the number of employees who indicated that their department encourages learning about different cultural diversity issues.</p> | <p>The employee survey is generally conducted every 3 years.</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 2007-08 result or most recent available data?  | What is the trend over time?  | Comments/Recent Actions/ Report Links  |
|---|---|--|--|---|--|
| <p>Provision of consulting and training services that meets the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).</p> | <p>Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service.</p> <p>Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.</p> | <p>Data as of March 31, 2006:</p> <p>For 2005-06: 6,470 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p> | <p>Data as of March 31, 2008:</p> <p>For 2007-08: 7,689 employees within the civil service attended training workshops or in-department development events delivered by OSD.</p> | <p>Compared to the 2005-06 fiscal year, there has been a significant increase in the number of customized events requested by departments/ public sector due to a growing interest and need for Renewal-related training, particularly in the areas of leadership and management development.</p> | <p>For further information on this priority area and on activities see the Organization and Staff Development annual report.</p> |

## APPENDICES

### Appendix A Definitions

| Term              | Definition  |
|-------------------|---|
| Casual Employment | Means employment <ul style="list-style-type: none"><li>▪ in which the employee normally works less than the full normal daily, weekly or monthly hours of work, as the case may be, 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</li><li>▪ in which an individual is engaged on the authorization of the commission to perform work in order to prevent stoppage of public business or loss or serious inconvenience to the public.</li></ul> |
| Contract          | An agreement between an individual and the GOM specifying terms and conditions of employment where an employer/employee relationship exists.  |
| External          | Individuals currently not employed in the civil service.  |
| Inactive          | Employees that did not receive a pay cheque on the last pay day of the fiscal year, i.e. those on long term disability, maternity leave and seasonal employees subject to recall.   |
| Internal          | Individuals currently employed in the civil service.  |
| Regular           | An employee who carries out and occupies a continuing function in a GOM program and who has all the rights and privileges of permanent status.  |
| Senior Managers   | Deputy ministers, assistant deputy ministers and equivalents.   |
| Term              | An employee appointed for a specific term of employment where the term is based on either: <ul style="list-style-type: none"><li>▪ a specific period of time</li><li>▪ the completion of a specific job</li><li>▪ until the occurrence of a specified event</li></ul>   |
| Technical         | Deputy ministers, the Clerk of the Executive Council, the Clerk of the Legislative Assembly and other officers appointed by the Lieutenant Governor in Council under section 32 of <i>The Civil Service Act</i> .   |

**Appendix B**  
**Total Number of Civil Service Employees at Fiscal Year End**  
**3 Year Comparative Total**

**By Employee Type**

|                             | <b>March<br/>2006</b> | <b>March<br/>2007</b> | <b>March<br/>2008</b> |
|-----------------------------|-----------------------|-----------------------|-----------------------|
| Regular, Term and Technical | 12,187                | 12,274                | 12,447                |
| Contract                    | 33                    | 26                    | 23                    |
| Departmental                | 1,096                 | 1,142                 | 1,211                 |
| Casual                      | 385                   | 420                   | 384                   |
| <b>Total</b>                | <b>13,701</b>         | <b>13,862</b>         | <b>14,065</b>         |

**Note:** The above figures do not include employees on inactive status.

**Appendix B**  
**Total Number of Civil Service Employees at Fiscal Year End**  
**3 Year Comparative Total**  
**By Department**

|   | March<br>2006 | March<br>2007 | March<br>2008 | Notes |
|---|---------------|---------------|---------------|-------|
| Offices of the Legislative Assembly:    |               |               |               |       |
| • Elections Manitoba                    | 19            | 29            | 19            | 1     |
| • Office of the Auditor General         | 45            | 40            | 42            |       |
| • Office of the Children's Advocate     | 9             | 10            | 14            |       |
| • Office of the Ombudsman               | 29            | 29            | 28            |       |
| Executive Council                       | 32            | 32            | 29            |       |
| Aboriginal and Northern Affairs         | 82            | 85            | 88            |       |
| Advanced Education and Literacy         | 384           | 117           | 120           |       |
| Agriculture, Food and Rural Initiatives | 455           | 447           | 448           |       |
| Civil Service Commission                | 68            | 70            | 80            | 2     |
| Competitiveness, Training and Trade     | 201           | 408           | 416           |       |
| Conservation                            | 858           | 865           | 852           |       |
| Culture, Heritage, Tourism and Sport    | 286           | 281           | 278           |       |
| Education, Citizenship and Youth        | 486           | 478           | 456           |       |
| Family Services and Housing             | 2,410         | 2,310         | 2,307         |       |
| Finance                                 | 791           | 759           | 752           |       |
| Health and Health Living                | 1,149         | 1,171         | 1,211         |       |
| Healthy Child Manitoba                  | 22            | 23            | 24            |       |
| Infrastructure and Transportation       | 2,446         | 2,624         | 2,599         |       |
| Intergovernmental Affairs               | 305           | 261           | 275           |       |
| Justice                                 | 2,848         | 2,919         | 3,089         |       |
| Labour and Immigration                  | 332           | 328           | 349           |       |
| Science, Technology, Energy and Mines   | 145           | 373           | 388           |       |
| Seniors and Healthy Aging Secretariat   | 10            | 11            | 11            |       |
| Water Stewardship                       | 262           | 161           | 179           |       |
| Other Non-core Enterprises              | 27            | 31            | 11            | 3     |
| <b>Total</b>                            | <b>13,701</b> | <b>13,862</b> | <b>14,065</b> |       |

**Note:** Employees on inactive status are not included.

**Explanation of changes 2006-07 to 2007-08:**

- <sup>1</sup> Decrease of temporary employees within Elections Manitoba.
- <sup>2</sup> Increase of employees in the Internship programs.
- <sup>3</sup> Transfer of Manitoba Development Corporation employees to Competitiveness, Training and Trade.



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

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

#### **Career Assistance Program for Persons with Disabilities**

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

Twenty-seven individuals have been appointed to positions within the civil service since the program began in 2001, and a further four are currently in work placements.

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

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

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

Fifty-one individuals have been appointed to positions within the civil service since the program began in 2004 and a further 14 are currently in work placements.

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

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

Twelve individuals have found employment with the government following their volunteer experience.

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

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

Twelve individuals that went through this program are currently employed in government. A further four are currently in the program.

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

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

In 2007-08, nine individuals entered the program. Thirty-six individuals that went through this program are currently employed in government. A further 17 are currently in the program.

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

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

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

Twenty-seven individuals that went through this program are currently employed in government. A further five are currently in the program.

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

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

Eight individuals that went through this program are currently employed in government. A further seven interns are currently in the program.

### **Summer Internship Program – Millennium Scholarship Foundation Excellence Award Laureates**

This program encourages this group of outstanding young people to make a career in the civil service. Should they choose to make a career elsewhere it provides them with a better understanding of public policy issues facing the Manitoba government. The students are placed in government positions for the summer and, in addition, are included in some of the orientation activities and training events for new management interns and brown bag lunches on particular policy topics with senior officials.

Forty-six individuals have been placed under this program since it began in 2002.

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

### **Leadership Development Initiative**

This is an integrated program to develop and retain high potential leaders at the senior level for succession purposes in the civil service. The program begins with a one week in-residence program facilitated by the Queen's School of Business, followed by learning and networking events, taking part in various briefings, and career advice from a panel of deputy ministers. Those participating are required to fulfill a one-year service-in-return obligation, to share their learning with their department, provide career guidance or mentoring, and to participate in mutually beneficial renewal-related activities as identified by the commission. There are 2-3 intakes per year with a maximum of 32 participants per intake. Participants are selected by departments.

Two hundred and sixty-one civil servants have participated in this program since it began in 2003.

### **Leadership @ All Levels**

This six-month program is designed to assist departments develop a pool of leadership talent able to meet future succession needs through learning and development that is aligned with organizational goals and priorities, as well as with individual strengths and interests. The program includes an orientation session for participants, development session for managers, discussion groups, on-line learning/guide and ongoing coaching facilitation and support from the L@AL program manager. There will be 2 intakes per year with approximately 250 participants per intake. Participants are selected by departments.

To date 55 employees and their supervisors have participated in a pilot of this program.

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

This one-year program provides leadership and career development opportunities to women in the mid-level stage of their career in the civil service in support of the government's diversity efforts to achieve greater representation of women at the senior level in government. The program includes networking and teambuilding events, in-class learning, mentoring, career advice from a panel of government managers at the executive levels, and learning plans. There are 2-3 intakes per year with a maximum of 32 participants per intake. Participants are selected by departments.

Fifty-nine women have completed the program since it began in 2006.

### **Public Sector Management Certificate Program**

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

This program was developed during the 2007-08 fiscal year and will be made available to civil servants during the 2008-2009 fiscal year.

### **Essentials of Supervision Certificate Program**

This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five 2-day modules of skill-based training offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend.

There is no limit on the number of participants.

This program was developed during the 2007-08 fiscal year and will be made available to civil servants during the 2008-2009 fiscal year.

### **Office Professionals Certificate Program**

This program provides administrative and support staff with skills and competencies to increase their confidence and contribution to the workplace while acquiring post-secondary credits and transferable credits towards a university diploma. Participants attend 10 days of training through workshops offered by Organization and Staff Development, and have 5 years to complete the workshops. Participants apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

Eighty-four individuals have completed this program since it began in 1997.

### **Programs designed to Retain New Employees**

#### **Corporate Orientation Program**

This program gives new employees an interactive and positive orientation to the civil service. It includes a ½ day session available through Organization and Staff Development 4 times per year. A comprehensive online manual is also available.

This program was developed during 2007-08 for introduction during 2008-2009.

#### **New Professionals Network**

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

This program started in 2005 and there are currently 370 members from across all government departments.

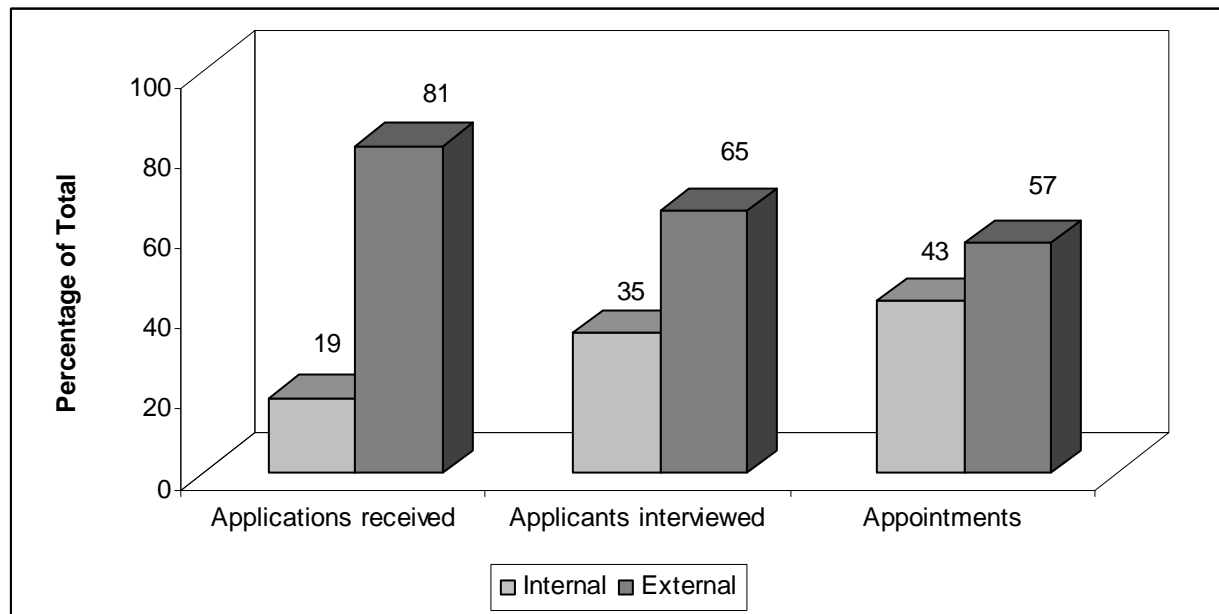
## Appendix D Competition Statistics

### Fiscal Year 2007-08

In 2007-08 there were a total of 1,020 competitions for positions within the civil service. A total of 25,114 individuals applied for these positions. The following table provides a breakdown between internal and external applicants.

| Number of:             | Internal | External | Total  |
|------------------------|----------|----------|--------|
| Applications received  | 4,686    | 20,428   | 25,114 |
| Applicants interviewed | 1,816    | 3,422    | 5,238  |
| Appointments           | 547      | 730      | 1,277  |

Shown graphically as a percentage of the total this is:



### Trends

- the number of competitions has increased steadily over the past 3 years from 533 in 2004-05 to 1,020 in 2007-08
- the average number of applications per competition has dropped steadily over the past 4 years from a high of 42.8 in 2003-04 to 24.6 in 2007-08
- the ratio of internal versus external applicants has fluctuated over the past 10 years but there is not a trend up or down

## Appendix D

### Total Competitions – 3 Year Comparative Total

| Department                              | Fiscal Years Ending March 31 |            |              |
|---|------------------------------|------------|--------------|
|   | 2005-06                      | 2006-07    | 2007-2008    |
| Offices of the Legislative Assembly     | 4                            | 17         | 5            |
| Executive Council                       | 0                            | 0          | 0            |
| Aboriginal and Northern Affairs         | 21                           | 7          | 19           |
| Advanced Education and Literacy         | 38                           | 21         | 11           |
| Agriculture, Food and Rural Initiatives | 33                           | 50         | 43           |
| Civil Service Commission                | 6                            | 12         | 18           |
| Competitiveness, Training and Trade     | 11                           | 25         | 31           |
| Conservation                            | 21                           | 16         | 108          |
| Culture, Heritage, Tourism and Sport    | 14                           | 20         | 17           |
| Education, Citizenship and Youth        | 43                           | 41         | 39           |
| Family Services and Housing             | 109                          | 175        | 159          |
| Finance                                 | 82                           | 83         | 79           |
| Health and Healthy Living               | 107                          | 105        | 103          |
| Healthy Child Manitoba                  | 1                            | 4          | 0            |
| Infrastructure and Transportation       | 105                          | 149        | 123          |
| Intergovernmental Affairs               | 10                           | 20         | 26           |
| Justice                                 | 94                           | 174        | 148          |
| Labour and Immigration                  | 27                           | 15         | 29           |
| Science, Technology, Energy and Mines   | 3                            | 24         | 33           |
| Seniors and Healthy Aging Secretariat   | 1                            | 1          | 1            |
| Water Stewardship                       | 14                           | 15         | 22           |
| Other Non-core Enterprises              | 0                            | 0          | 6            |
| <b>Total</b>                            | <b>744</b>                   | <b>974</b> | <b>1,020</b> |