

**Manitoba Civil Service Commission**

**Commission de la fonction publique du  
Manitoba**

**Annual Report  
2016-2017**

**Rapport annuel  
2016-2017**



Manitoba Civil Service Commission

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Commission de la fonction publique

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**MINISTER RESPONSIBLE  
FOR THE CIVIL SERVICE ACT**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

May It Please Your Honour:

I have the privilege of presenting the 99<sup>th</sup> Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2016 to March 31, 2017.

Respectfully submitted,

*Original signed by Cameron Friesen*

Minister responsible for the Civil Service





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**MINISTER RESPONSIBLE  
FOR THE CIVIL SERVICE ACT**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

Madame la Lieutenant-Gouverneure,

J'ai le privilège de vous soumettre le quatre-vingt-dix-neuvième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1<sup>er</sup> avril 2016 au 31 mars 2017.

Le tout respectueusement soumis.

*Original signé par Cameron Friesen*

Le ministre responsable de la Fonction publique





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

Dear Mr. Friesen:

In accordance with the provisions of The Civil Service Act, I am pleased to forward to you, in your role as Minister responsible for the Civil Service, a copy of the 99<sup>th</sup> Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2016 to March 31, 2017 and includes a review of the commission's activities over that period.

Respectfully submitted,

*Original signed by Robert Pruden*

Chairperson  
Manitoba Civil Service Commission Board

M. Cameron Friesen  
Ministre responsable de la Fonction publique  
Palais législatif, bureau 103  
Winnipeg (MB) R3C 0V8

Monsieur,

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

Le rapport couvre la période allant du 1<sup>er</sup> avril 2016 au 31 mars 2017 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis.

*Original signé par Robert Pruden*

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



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

Mr. Robert Pruden  
Chairperson  
Civil Service Commission Board

Dear Mr. Pruden:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2016 to March 31, 2017.

2016/17 was a period of exceptional change and opportunity for the Civil Service Commission, as the department supported the orderly transition to a new government following the April 19, 2016 general election. As part of responding to priorities set out by the new government, we have worked to support government's fiscal imperative and implement initiatives towards ensuring a sustainable public service.

Organizational changes following the general election also precipitated the transition of the Labour Relations Division, which had been part of Treasury Board Secretariat, Manitoba Finance since August 2000, back into the Civil Service Commission. The re-integration of the Labour Relations Division has strengthened staff partnerships that had existed previously, and positioned the Civil Service Commission to better support government needs.

The Manitoba government is proud to have been recognized again in 2016/17 with a number of awards for its progressive practices in attracting and developing its workforce. These include awards as one of Manitoba's Top Employers, one of Canada's Top Employers for Young People, and one of Canada's Best Diversity Employers. We continue to uphold principles of fair, meritorious, equitable, and diverse staffing practices, as well as offering training and development programs to promote and enable professional growth of employees across the civil service.

In response to the results of our internal Employee Engagement Survey conducted in 2015, the Civil Service Commission supported the office of the Clerk of the Executive Council and a group of senior managers to develop a new Corporate Action Plan on Employee Engagement, to be implemented in 2017/18.

We have revised our security checks policy to strengthen language around requiring checks for all types of appointments, and to require checks for executive positions. New guidelines were developed to assist in the administration of Domestic Violence Leave in response to changes to The Employment Standards Code which came into effect June 1, 2016. Guidelines were also developed to enhance the active offer of French language services within our department.

Much work has been done by the Civil Service Commission to meet the Manitoba government's responsibilities under The Accessibility for Manitobans Act (AMA) and the related Accessible Customer Service Standard. The department led the development of the Manitoba Government Accessibility Plan (MGAP), and to further enhance accessibility within government, developed the Manitoba Government Accessible Customer Service Policy.

To greater foster inclusive workplaces that are free from barriers, we introduced two new online courses through Organization and Staff Development (OSD): *Inclusion and Diversity in the Workplace*, and *The*

*Accessibility for Manitobans Act (AMA)*, that are mandatory for all civil servants.

Completion of online courses offered by Organization and Staff Development continued to increase at a significant pace this year. To assist managers in helping their employees engage with and apply online course content, we created a *Managers' Guide to Online Learning*. Our department also developed a new online learning portal, which provides all employees with access to information about corporate learning and development programs as well as resources for informal and independent learning.

We continue to be committed to removing obstacles to participation for persons with disabilities and to help educators, job developers, and employers plan for having these individuals enter the labour force. With that aim, we have been involved for the sixth consecutive year in Project SEARCH, a work experience program for students. The program has increased its number of participants annually, and has served as a model to other public sector organizations who have now participated in their inaugural year.

The Civil Service Commission has continued to support the activities of several internal networks for employee-driven exchange and development across government, as well as various recruitment and employee development programs to create and maintain a diverse work force. The department also announced the Safe Spaces Advisor group and supported the launch of the WAVE (We are All Valuable and Equal) employee network as key corporate efforts to foster awareness and inclusion of sexual orientation and gender identity minorities in the Manitoba government.

The Civil Service Commission remains committed to serving departments and employees with human resource supports that enable them to provide efficient and effective programs and services to Manitobans. We are excited about the challenges that the coming year will bring, and will continue to support civil servants to ensure that the important work we do is carried out in the public interest, with integrity, with respect for others, and with skill and dedication.

Respectfully submitted,

*Original signed by Nancy Carroll*

Acting Civil Service Commissioner



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

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

Monsieur,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba («la Commission») pour la période du 1<sup>er</sup> avril 2016 au 31 mars 2017.

L'exercice 2016-2017 a été une période riche en possibilités et changements exceptionnels, du fait que la Commission a soutenu, d'une manière ordonnée, la transition vers un nouveau gouvernement après les élections générales tenues le 19 avril 2016. Dans le cadre de nos activités en vue de répondre aux priorités établies par le nouveau gouvernement, nous avons cherché à soutenir ses impératifs financiers et à mettre en place des initiatives visant à garantir une fonction publique durable.

La réorganisation interne qui a suivi les élections générales a également occasionné le retour de la Division des relations du travail à la Commission de la fonction publique, cette division ayant été placée en août 2000 sous la responsabilité du Secrétariat du Conseil du Trésor du ministère des Finances. Le retour de la Division a renforcé le partenariat des personnels qui existait précédemment et a permis à la Commission de la fonction publique d'être plus en mesure de répondre aux besoins du gouvernement.

Le gouvernement du Manitoba s'est de nouveau mérité un certain nombre de prix en 2016-2017 en reconnaissance de ses pratiques progressives qui ont favorisé la croissance et le perfectionnement de notre fonction publique. Il a notamment été nommé l'un des meilleurs employeurs au Manitoba, et l'un des meilleurs employeurs au Canada pour les jeunes et en ce qui concerne la diversité. Nous demeurons fidèles à nos principes et nous maintenons des pratiques de dotation de personnel justes et équitables, qui sont fondées sur le mérite et qui contribuent à la diversité, et nous continuons d'offrir des programmes de formation et de perfectionnement professionnel afin de promouvoir la croissance professionnelle de tous les employés de la fonction publique.

En réponse aux résultats du sondage interne mené en 2015 concernant le niveau d'engagement des employés, la Commission de la fonction publique a appuyé le Bureau du greffier du Conseil exécutif ainsi qu'un groupe de gestionnaires principaux dans leurs efforts pour élaborer un nouveau plan d'action gouvernemental sur l'engagement des employés, qui sera lancé en 2017-2018.

Nous avons revu notre politique relativement aux vérifications de sécurité dans le but d'en renforcer le libellé et de les exiger pour toute nomination ainsi que pour les postes de direction. De nouvelles lignes directrices ont été élaborées afin de faciliter l'administration du congé en cas de violence familiale, conformément à une modification du Code des normes d'emploi en vigueur depuis le 1<sup>er</sup> juin 2016. Des lignes directrices ont également été rédigées dans le but d'accroître l'offre active de services en langue française à la Commission.

Beaucoup de travail a été accompli par la Commission de la fonction publique afin que le gouvernement du Manitoba puisse s'acquitter de ses responsabilités en vertu de la Loi sur l'accessibilité pour les

Manitobains et de la norme d'accessibilité pour le service à la clientèle qui en découle. La Commission a dirigé l'élaboration du Plan d'accessibilité du gouvernement du Manitoba et, pour améliorer davantage l'accessibilité au sein du gouvernement, elle a adopté la Politique d'accessibilité au service à la clientèle du gouvernement du Manitoba.

Afin de promouvoir davantage des lieux de travail inclusifs sans barrières, nous avons lancé deux nouveaux cours en ligne par l'intermédiaire de la Direction du perfectionnement et de la formation : *Inclusion and Diversity in the Workplace* et *The Accessibility for Manitobans Act (AMA)*, des cours obligatoires pour tous les fonctionnaires.

Le nombre de personnes ayant suivi des cours en ligne de la Direction du perfectionnement et de la formation a continué de s'accroître à un rythme notable cette année. Afin d'aider les gestionnaires à encourager leurs employés à suivre des cours en ligne et à les mettre en pratique, nous avons créé le *Managers' Guide to Online Learning*. La Commission a aussi mis en place un nouveau portail de formation en ligne qui offre à tous les employés l'accès à des renseignements sur les programmes de formation et de perfectionnement du gouvernement ainsi qu'à des ressources pour un apprentissage indépendant et non officiel.

Nous sommes toujours déterminés à éliminer les obstacles à la participation des personnes handicapées et à aider les éducateurs, les prospecteurs d'emploi et les employeurs à planifier en vue de l'entrée de ces personnes sur le marché du travail. Avec cet objectif en vue, nous avons participé pour la sixième année consécutive au Project SEARCH, un programme de stages en milieu de travail pour les élèves. Le programme, offert à un plus grand nombre de participants chaque année, a servi de modèle à d'autres organismes du secteur public qui y ont participé pour la première fois cette année.

La Commission de la fonction publique a continué à appuyer les activités de plusieurs réseaux internes gérés par les employés ayant pour objet de contribuer aux échanges et au perfectionnement professionnel à l'échelle du gouvernement, ainsi que divers programmes de recrutement et de perfectionnement professionnel afin de créer et de maintenir des effectifs d'une grande diversité. La Commission a également annoncé la formation d'un groupe de personnes-ressources en matière d'espaces sûrs et a soutenu le lancement du réseau d'employés WAVE (À valeur égale) à titre d'efforts gouvernementaux clés pour promouvoir l'inclusion des communautés d'orientation et d'identité sexuelles minoritaires, ainsi que la sensibilisation à leur égard, au sein du gouvernement du Manitoba.

La Commission de la fonction publique reste engagée à servir les ministères et les employés en les appuyant dans le domaine des ressources humaines afin de leur permettre d'offrir des programmes et des services efficaces et efficients à la population manitobaine. La perspective des défis que le prochain exercice nous apportera nous motive, et nous continuerons à appuyer les fonctionnaires afin que l'important travail que nous réalisons soit effectué dans l'intérêt du public, avec intégrité, respect de l'autre, compétence et dévouement.

Le tout respectueusement soumis.

*Original signé par Robert Pruden*

La commissaire de la Fonction publique par intérim



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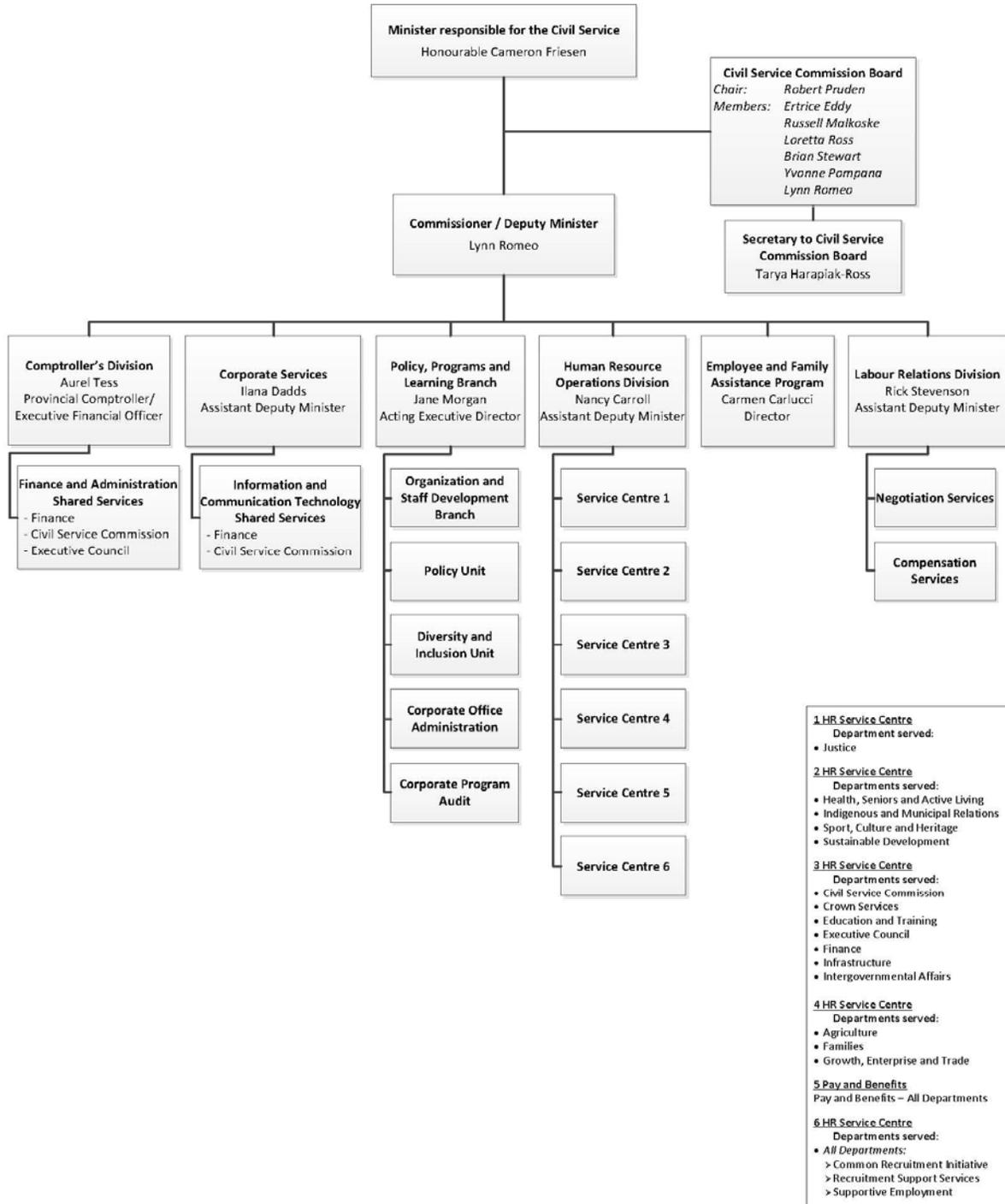
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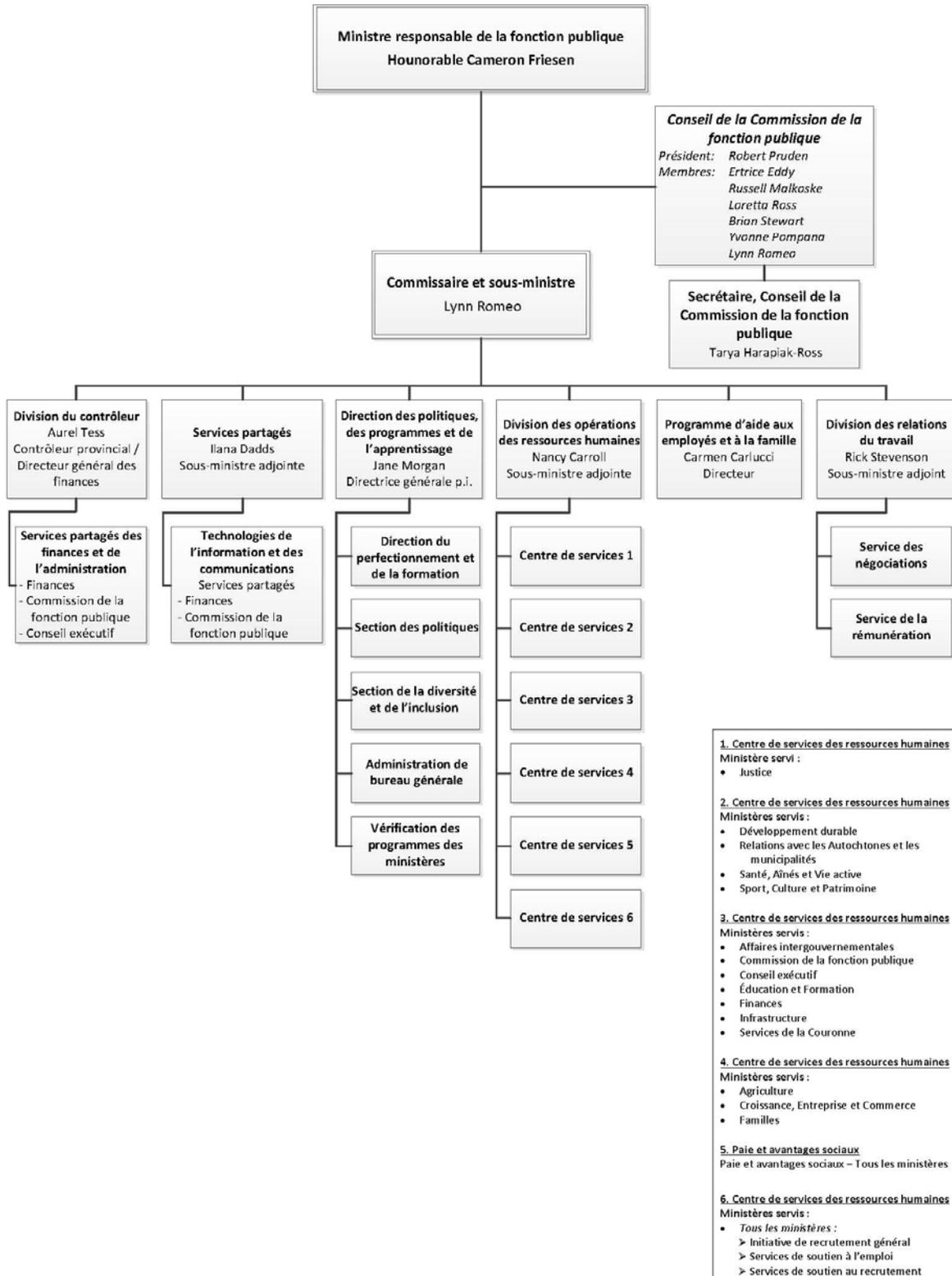
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**Civil Service Commission  
Organization Chart  
As at March 31, 2017**



**Commission de la fonction publique du Manitoba**  
**Organigramme**  
**au 31 mars 2017**



- 1. Centre de services des ressources humaines**  
 Ministère servi :  
 • Justice
- 2. Centre de services des ressources humaines**  
 Ministères servis :  
 • Développement durable  
 • Relations avec les Autochtones et les municipalités  
 • Santé, Aînés et Vie active  
 • Sport, Culture et Patrimoine
- 3. Centre de services des ressources humaines**  
 Ministères servis :  
 • Affaires intergouvernementales  
 • Commission de la fonction publique  
 • Conseil exécutif  
 • Éducation et Formation  
 • Finances  
 • Infrastructure  
 • Services de la Couronne
- 4. Centre de services des ressources humaines**  
 Ministères servis :  
 • Agriculture  
 • Croissance, Entreprise et Commerce  
 • Familles
- 5. Paie et avantages sociaux**  
 Paie et avantages sociaux – Tous les ministères
- 6. Centre de services des ressources humaines**  
 Ministères servis :  
 • Tous les ministères :  
 > Initiative de recrutement général  
 > Services de soutien à l'emploi  
 > Services de soutien au recrutement

## **INTRODUCTION AND OVERVIEW**

### **Report Structure**

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, as set out in the main estimates of expenditure of the Province of Manitoba for the fiscal year ending March 31, 2017. The report includes information at the main and sub-appropriation levels related to the commission's strategic objectives, results achieved, financial performance and variances. In addition, it provides a five year historical table reflecting the commission's expenditures and staffing.

### **Governing Legislation**

#### **The Civil Service Act**

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of The Civil Service Act and regulations.

According to subsection 5(1) of The Civil Service Act (the act), the commission must:

- apply and carry out the provisions of the act and the regulations under its responsibility
- select and appoint civil servants, and be responsible for their promotion and transfer
- advise the minister having responsibility for the administration of the act on problems concerning human resource management
- 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 that the commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

## The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) facilitates disclosure and investigation of wrongdoing, including provisions to protect employees who make those disclosures from reprisal. PIDA applies to departments, offices of the Legislature and government bodies as prescribed in the regulations.

The Civil Service Commission continues the legislative development, implementation and administrative roles for PIDA across the civil service. A review of the legislation was conducted in 2014 with recommendations for enhancements. The commission continues to work towards implementing those recommendations and identifying opportunities to strengthen procedures under PIDA.

The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under PIDA. A designated officers' network is in place to provide a cross-government forum for information-sharing, networking and exchanging ideas/experiences regarding responsibilities under the legislation.

## Environmental Scan

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

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

## Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type<sup>1</sup> over the last four years.

Employee Type	2014	2015	2016	2017
Regular, Term, Technical and Departmental	14,432	14,238	14,318	13,723
Casual	359	439	537	420
Contract	24	24	21	19
<b>Total</b>	<b>14,815</b>	<b>14,701</b>	<b>14,876</b>	<b>14,162</b>

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

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

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government taken as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal

<sup>1</sup> See definitions in Appendix A on page 48.

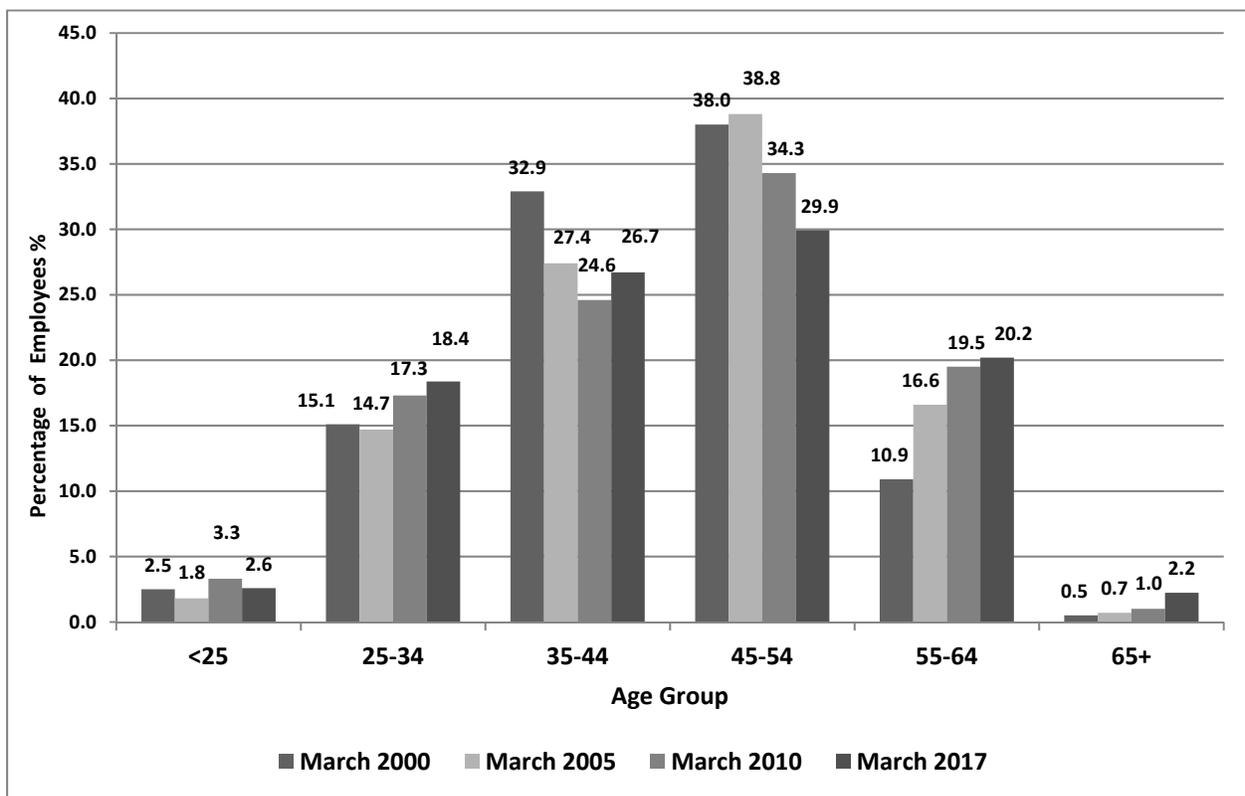
employment requirements. A breakdown of the total number of active employees by department is included in Appendix B on page 49.

### Age Demographics

As at March 31, 2017, the average age of all civil servants was 45.4 years, and that of senior managers was 52.4 years. Recent projections show that 23.5% of civil servants<sup>2</sup> will be eligible to retire within five years, increasing to 40.6% within 10 years. At the senior manager<sup>2</sup> level, 45.1% of employees will be eligible to retire within five years, and 70.4% within 10 years.

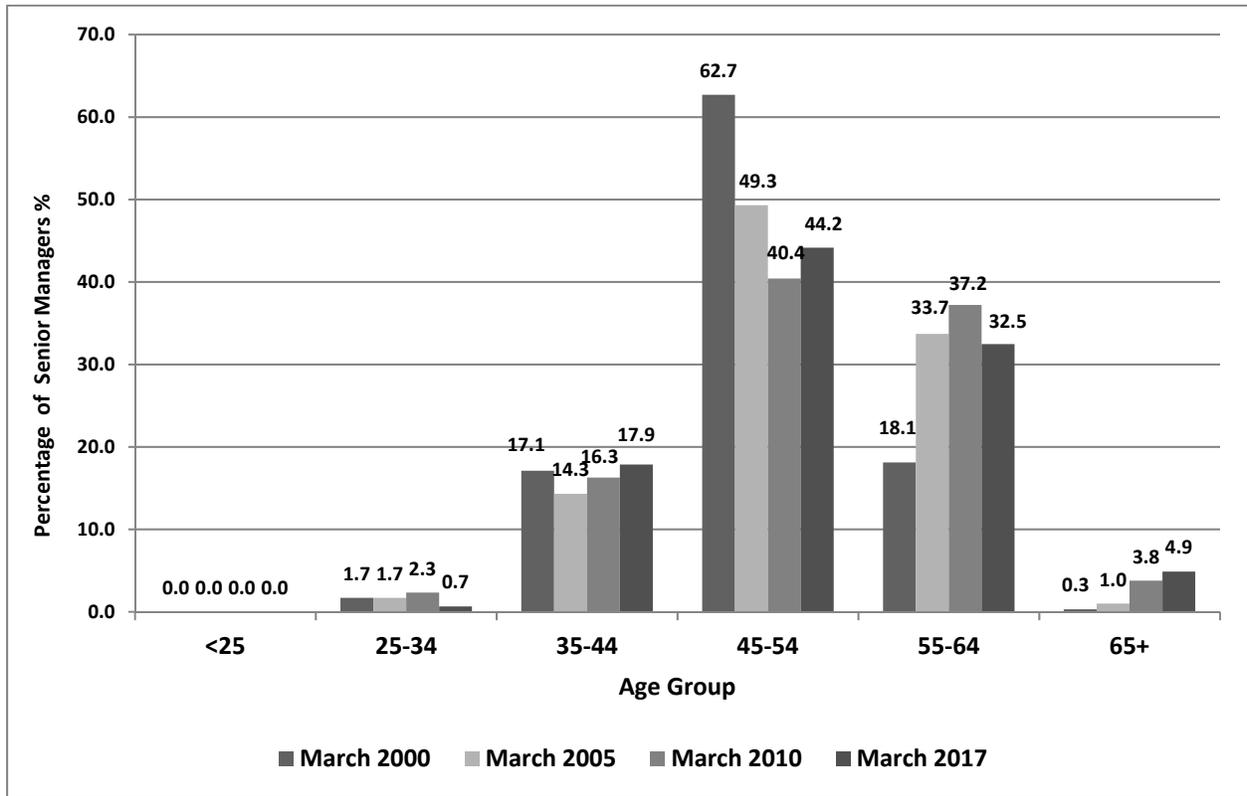
The following chart provides a breakdown of all active employees<sup>2</sup> by age group as at March 31, 2017, followed by a similar breakdown of senior managers.

**All employees**



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

### Senior managers

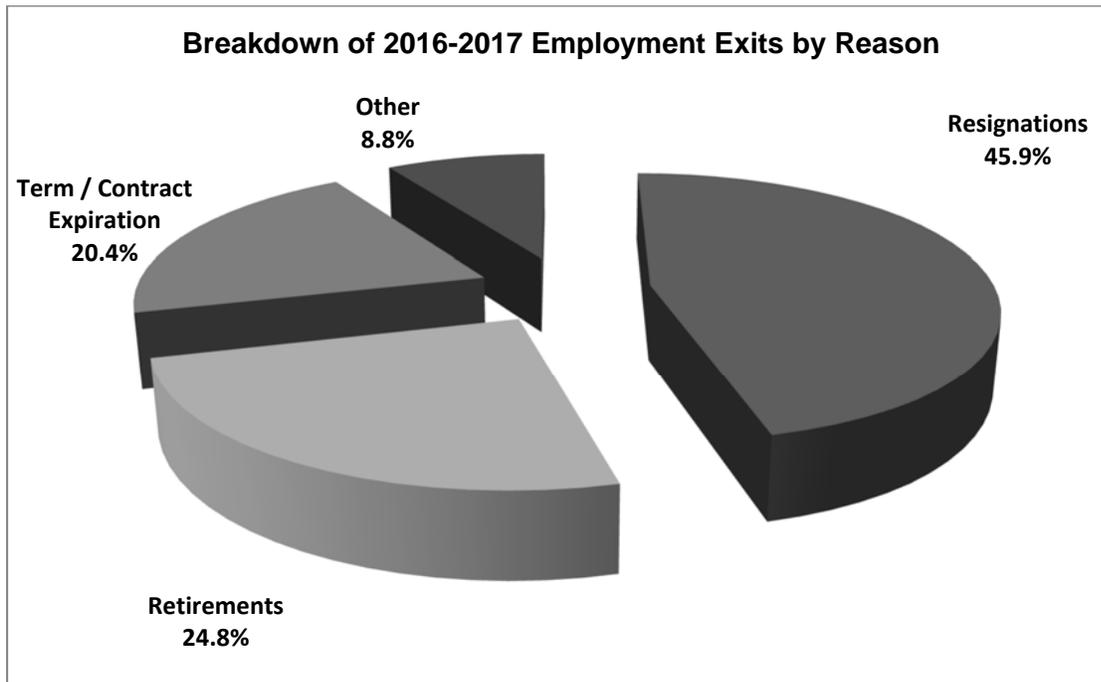


## Employee Turnover

The overall turnover rate<sup>3</sup> decreased slightly from 8.1% in 2011/12 to 7.5% in 2016/17.

Statistics also indicate that the average age at which civil servants retired during the 2016 calendar year was 61.0 years, which is slightly higher than the average of 60.7 in each of the three prior years.

Over the course of 2016/17, a total of 2,110<sup>4</sup> employees left the civil service.



## Diversity and Inclusion

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

The strategy has three primary objectives:

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

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<sup>3</sup> Turnover rate is based on regular employees only.

<sup>4</sup> Statistics on employee exits include all employees (regular, term, technical, departmental, casual and contract).

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

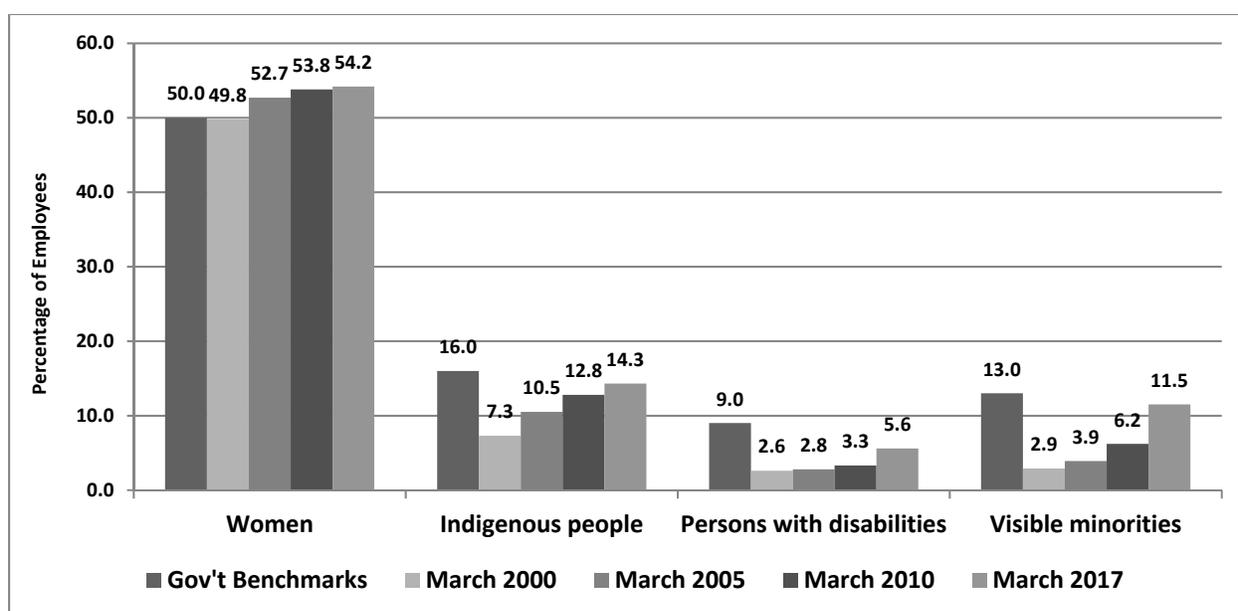
- women
- Indigenous people – persons of North American Indigenous ancestry, including First Nations (status and non-status Indians), Inuit and Métis
- persons with disabilities – persons who have long term or recurring impairment and whose functional limitations owing to their impairment have been accommodated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

For information on 2016/17 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 32. Other activities supporting an inclusive, respectful civil service are noted under the Activities/Results of the Policy, Programs and Learning Branch on page 25.

The Civil Service Commission is updating its terminology with respect to the terms “Indigenous” and “persons with disabilities”, replacing the previous terms “Aboriginal” and “persons with a disability”, respectively. This new terminology has been applied throughout the 2016/17 Civil Service Commission Annual Report.

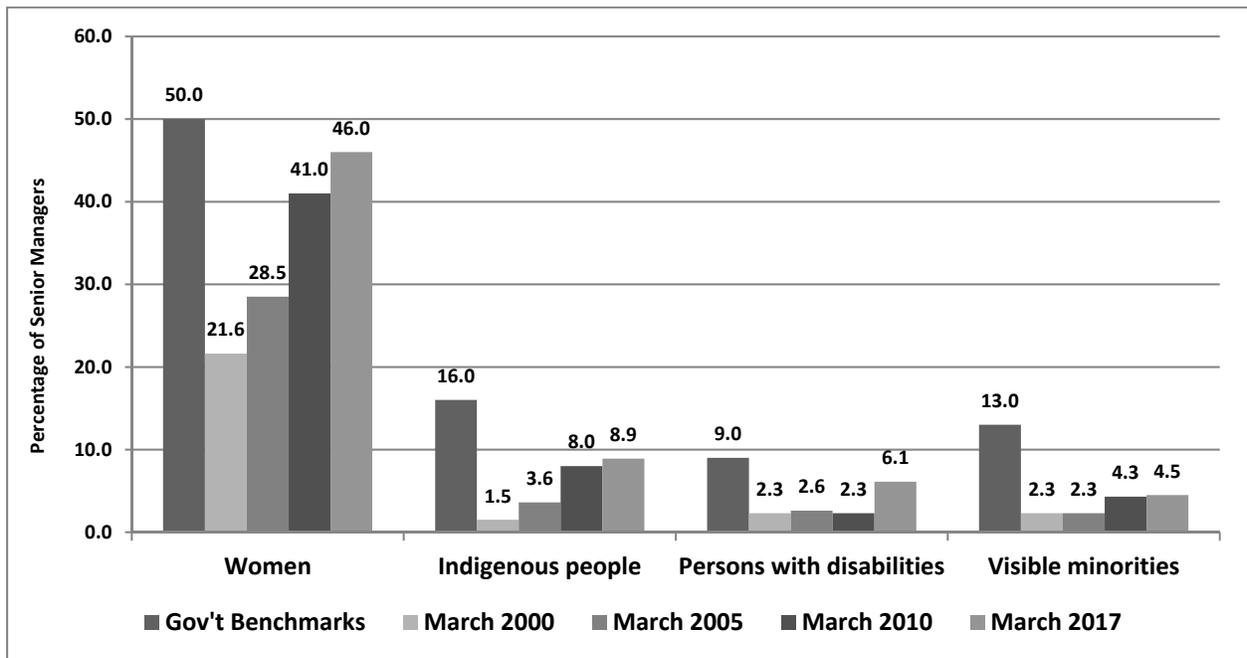
The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2017.

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



<sup>5</sup> Includes regular, term, technical and departmental positions (active and inactive).

## Senior managers<sup>6</sup>



<sup>6</sup> Includes regular, term and technical positions (active and inactive).

## **INTRODUCTION ET APERÇU**

### **Structure du rapport**

Le rapport annuel suit la structure des crédits de la Commission de la fonction publique, comme indiqué dans le Budget des dépenses principal de la Province du Manitoba pour l'exercice terminé le 31 mars 2017. Il comprend des renseignements sur les objectifs stratégiques de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits. Il fournit également un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

### **Lois et règlements en vigueur**

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

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la Loi sur la fonction publique et de ses règlements d'application.

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

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

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

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

La Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) facilite la divulgation d'actes répréhensibles, favorise la tenue d'enquêtes portant sur ces actes et protège les personnes qui font de telles divulgations. La Loi s'applique aux ministères, aux bureaux de l'Assemblée législative et aux organismes gouvernementaux, comme prescrit par les règlements.

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) et remplit les fonctions administratives qui y sont associées pour l'ensemble de la fonction publique. En 2014, on a procédé à l'examen de la Loi et des recommandations ont été formulées pour apporter des améliorations. La commission continue à travailler à la mise en œuvre de ces recommandations et à déterminer des moyens de renforcer les procédures prévues par la Loi.

La Commission agit comme expert auprès des ministères et des organismes publics et leur fournit des conseils concernant les obligations que leur impose la Loi. De plus, un réseau de fonctionnaires désignés a été établi pour que ceux-ci disposent d'un forum pangouvernemental pour la mise en commun d'information, le réseautage et l'échange d'idées et d'expériences concernant les responsabilités en vertu de cette loi.

## Analyse environnementale

L'âge moyen de la population au Canada et au Manitoba continue de changer. Au 1<sup>er</sup> juillet 2016, l'âge moyen au Manitoba était de 37,5 ans, soit en baisse par rapport à 2006 où il était de 38,1 ans. D'après Statistique Canada, à compter du 1<sup>er</sup> juillet 2016, l'âge médian au Canada était de 40,6 ans.

Les employeurs ont toujours du mal à recruter des gens de métier, du personnel dans les domaines de la comptabilité, de l'ingénierie et des sciences physiques, et du personnel pour des postes de niveau professionnel dans toute la province. Ils se tournent donc vers des segments de notre population jusque-là sous-utilisés ainsi que vers l'immigration pour trouver de nouveaux travailleurs et pourvoir aux postes vacants.

## Composition de la fonction publique

Le tableau suivant indique le nombre total de fonctionnaires par type de poste<sup>7</sup> au cours des quatre dernières années.

Type de poste	2014	2015	2016	2017
Postes réguliers, temporaires, spéciaux et ministériels	14 432	14 238	14 318	13 723
Postes occasionnels	359	439	537	420
Postes contractuels	24	24	21	19
<b>Total</b>	<b>14 815</b>	<b>14 701</b>	<b>14 876</b>	<b>14 162</b>

Ces chiffres incluent tous les employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels, occasionnels et contractuels nommés en vertu de la Loi sur la fonction publique, travaillant à temps plein ou partiel.

<sup>7</sup> Voir les définitions à l'Annexe A, à la page 48 (en anglais seulement).

Ces statistiques n'englobent pas les employés des entités publiques (p. ex., enseignants, employés des offices régionaux de la santé) ni des sociétés d'État qui ne sont pas nommées en vertu de la Loi sur la fonction publique.

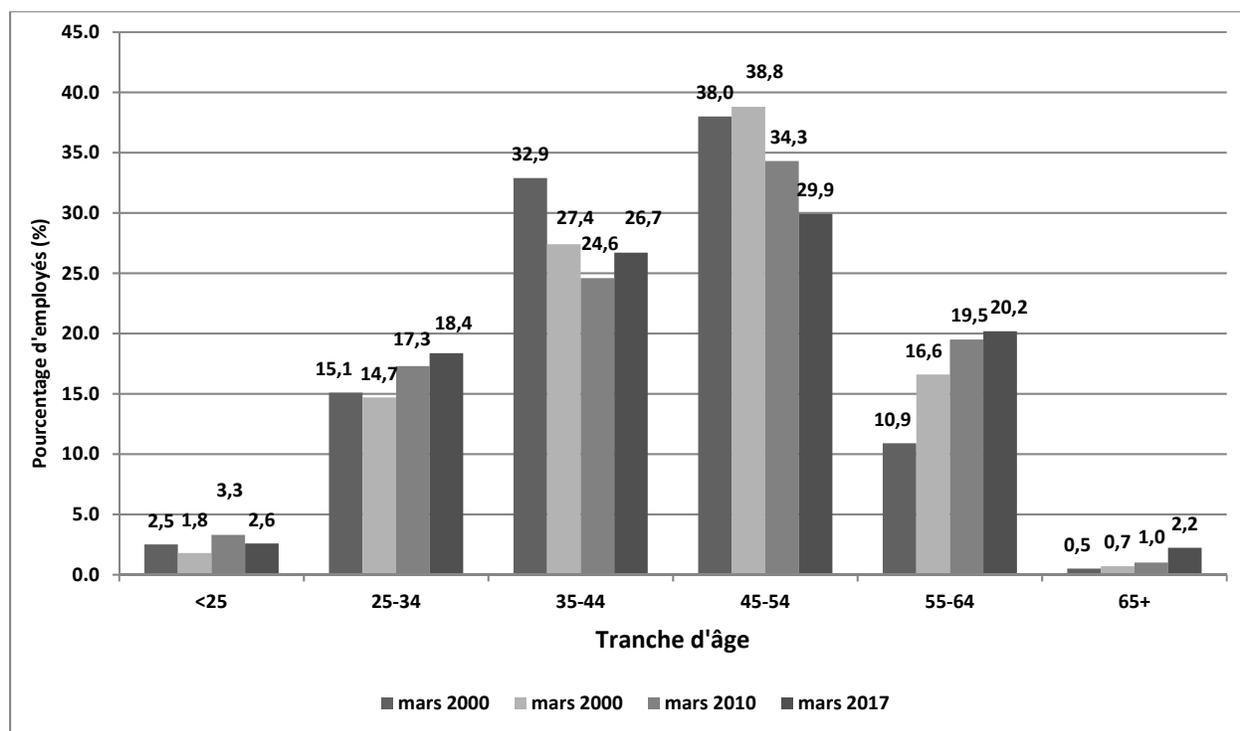
Les statistiques sur le nombre d'employés sont basées uniquement sur le nombre total d'employés actifs figurant sur la liste de paie du gouvernement du Manitoba au 31 mars de chaque année. Il faut noter que le nombre total d'employés varie quotidiennement en raison de facteurs comme les activités normales de dotation et les exigences en matière d'emplois saisonniers. La répartition ministérielle du nombre total d'employés actifs figure dans l'annexe B, page 49 (en anglais seulement).

## Répartition par âge

Au 31 mars 2017, l'âge moyen dans la fonction publique était de 45,4 ans, et celui des cadres supérieurs était de 52,4 ans. De récentes projections indiquent que le pourcentage de fonctionnaires<sup>8</sup> admissibles à la retraite sera de 23,5 % d'ici cinq ans et de 40,6 % d'ici dix ans. Pour les cadres supérieurs<sup>2</sup>, 45,1 % seront d'ici cinq ans, et 70,4 %, d'ici dix ans.

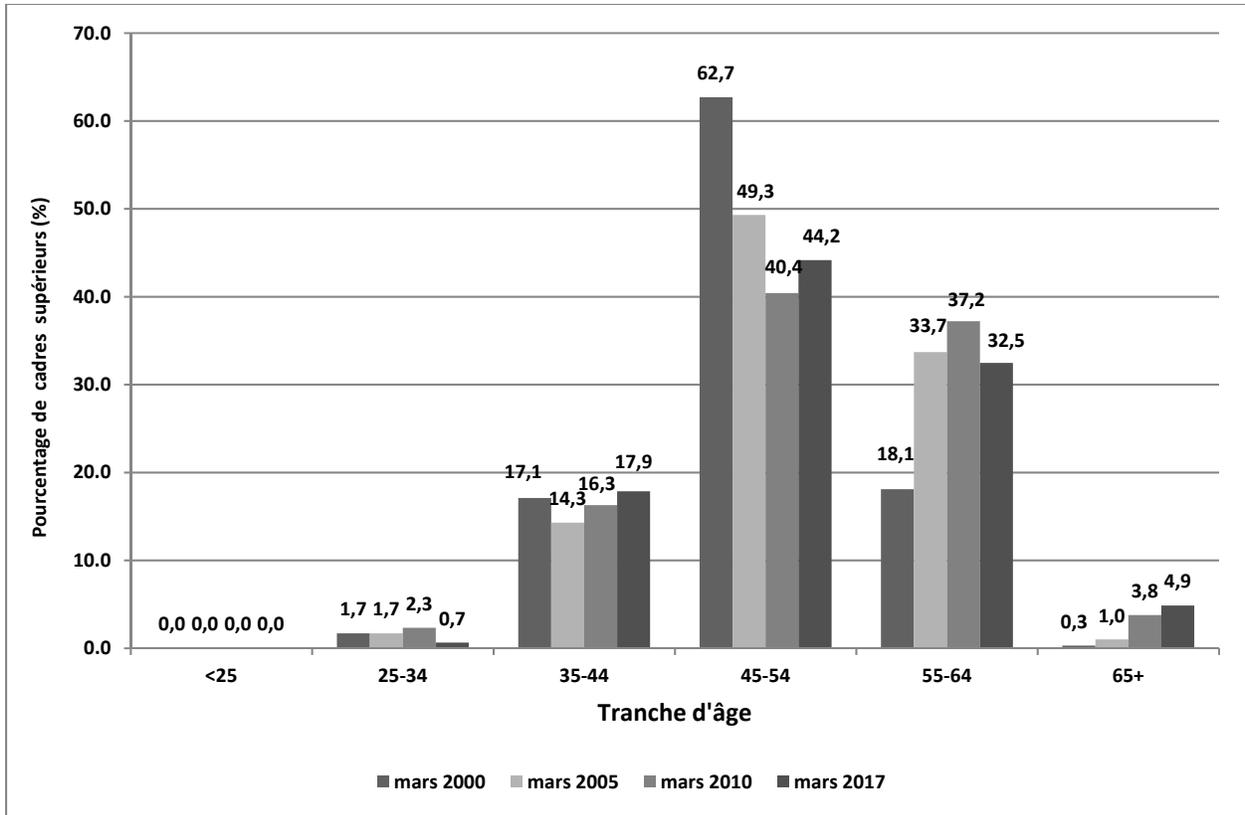
Les diagrammes suivants décrivent respectivement la répartition de tous les employés actifs<sup>2</sup> et celle des cadres supérieurs, par tranche d'âge, au 31 mars 2017.

### Tous les employés



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

## Cadres supérieurs

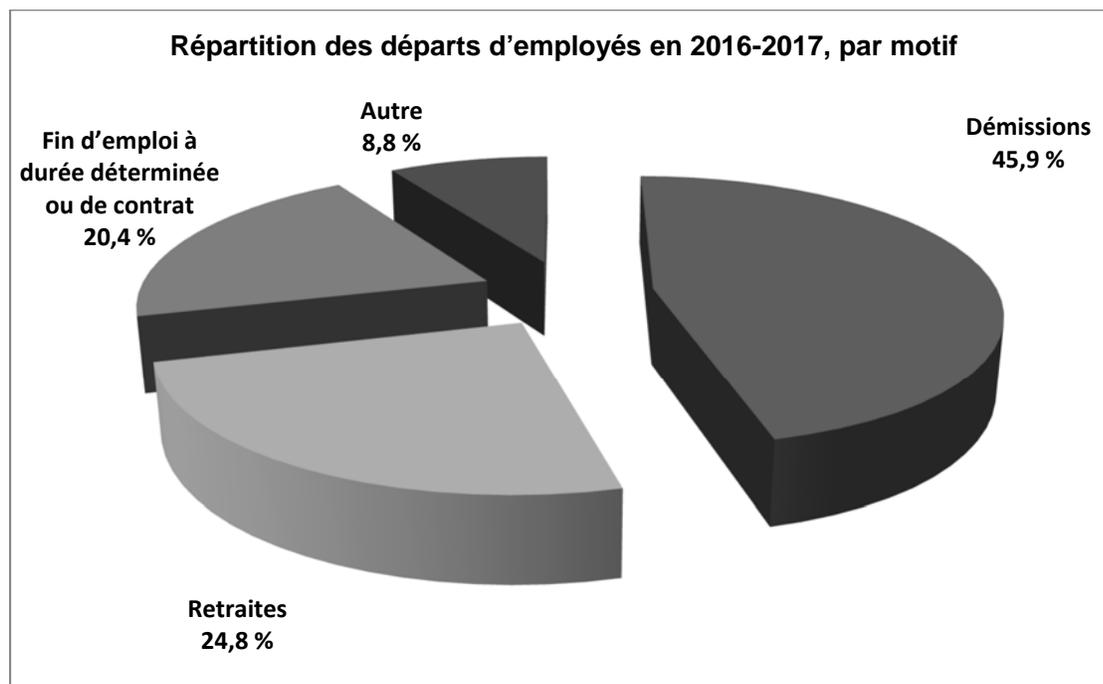


## Roulement du personnel

Le taux global de roulement<sup>9</sup> a baissé légèrement de 8,1 % en 2011-2012, à 7,5 % en 2016-2017.

De plus, les statistiques indiquent que les employés de la fonction publique qui ont pris leur retraite en 2016 avaient en moyenne 61,0 ans, ce qui est légèrement supérieur à la moyenne d'âge de 60,7 ans observée au cours des trois dernières années.

Au cours de l'exercice 2016-2017, 2 110 employés<sup>10</sup> ont quitté la fonction publique.



## Diversité et inclusion

La Stratégie de diversité et d'inclusion du gouvernement du Manitoba a été annoncée en mars 2015. Elle remplace la précédente Stratégie relative à la diversité dans la fonction publique provinciale. La vision énoncée dans la nouvelle stratégie est celle d'une fonction publique exemplaire et inclusive qui est représentative de la population qu'elle sert.

La stratégie a trois principaux objectifs :

1. Recruter une main-d'œuvre représentative à tous les niveaux du gouvernement à partir d'un groupe diversifié de candidats potentiels qualifiés.
2. Déterminer et supprimer les obstacles à l'emploi afin de permettre une pleine participation de tous les employés.
3. Entretenir une culture qui encourage les individus à contribuer à leur plein potentiel et à construire une carrière dans une fonction publique manitobaine performante.

L'équité en matière d'emploi est un important aspect des efforts déployés pour la diversité.

<sup>9</sup> Le taux de roulement est calculé en fonction des employés réguliers seulement.

<sup>10</sup> Les statistiques sur les départs d'employés comprennent tous les employés (réguliers, temporaires, titulaires de postes spéciaux, ministériels, occasionnels et contractuels).

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

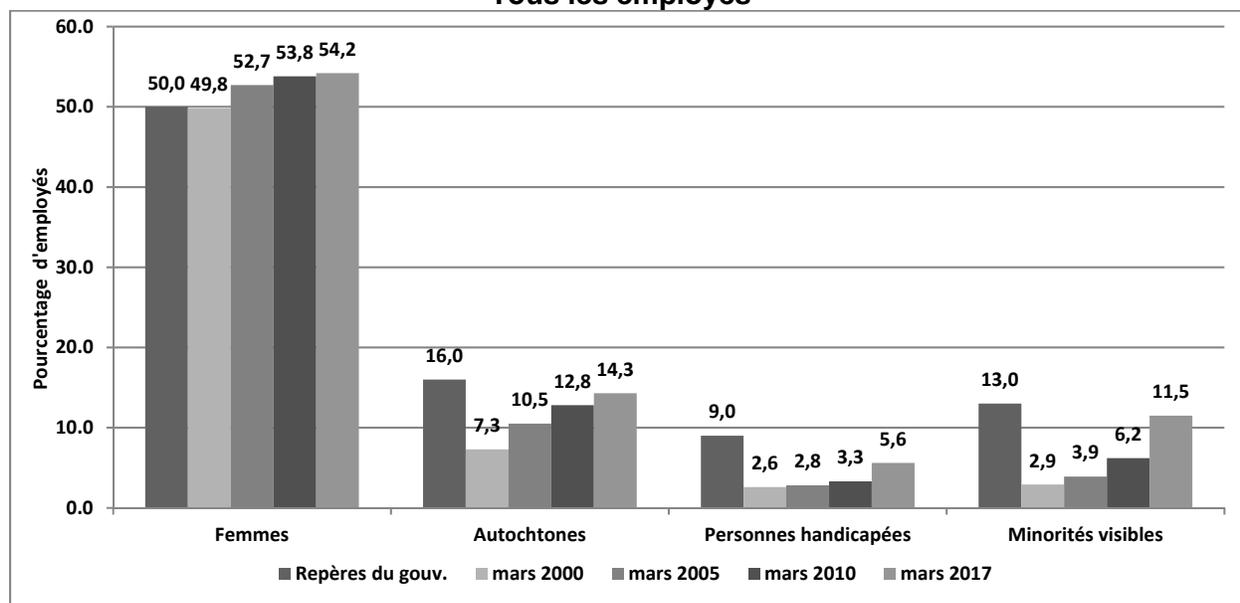
- Les femmes;
- Les Autochtones — les personnes d'ascendance autochtone nord-américaine, y compris les membres des Premières Nations (Indiens inscrits et non inscrits), les Inuits et les Métis;
- Les personnes handicapées – les personnes qui, en raison de limitations fonctionnelles liées à un handicap de longue durée ou persistant, ont fait l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail et qui pensent que leur employeur ou qu'un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience, ou qui se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience;
- Les minorités visibles — les personnes non autochtones qui, en raison de leur race ou de leur couleur, sont considérées comme faisant partie d'une minorité visible. Les minorités visibles sont par exemple les personnes de race noire (p. ex., les Africains, les Haïtiens, les Jamaïcains et les Somaliens), les Asiatiques du Sud (p. ex., les Indiens, les Pakistanais, les Panjabis et les Sri-Lankais), les Asiatiques du Sud-Est (p. ex., les Cambodgiens, les Indonésiens, les Laotiens et les Vietnamiens), les Arabes et les Asiatiques de l'Ouest (p. ex., les Arméniens, les Égyptiens, les Iraniens, les Libanais et les Marocains), les Chinois, les Philippins, les Sud-Américains, les Japonais et les Coréens.

Pour obtenir plus de renseignements sur les programmes de recrutement et de perfectionnement professionnel de 2016-2017 liés à la diversité et à l'inclusion, consultez le tableau sur les programmes de stages, d'équité et de perfectionnement du personnel de la page 32 (en anglais seulement). D'autres activités liées à la diversité et à l'inclusion sont indiquées dans la partie sur les activités et les résultats de la Direction des politiques, des programmes et de l'apprentissage à la page 25 (en anglais seulement).

La Commission de la fonction publique actualise sa terminologie relativement aux termes « Indigenous » et « persons with disabilities » qui remplacent les anciens termes « Aboriginal » et « persons with a disability », respectivement. Cette nouvelle terminologie a été appliquée dans tout le rapport annuel de la Commission de la fonction publique de 2016-2017.

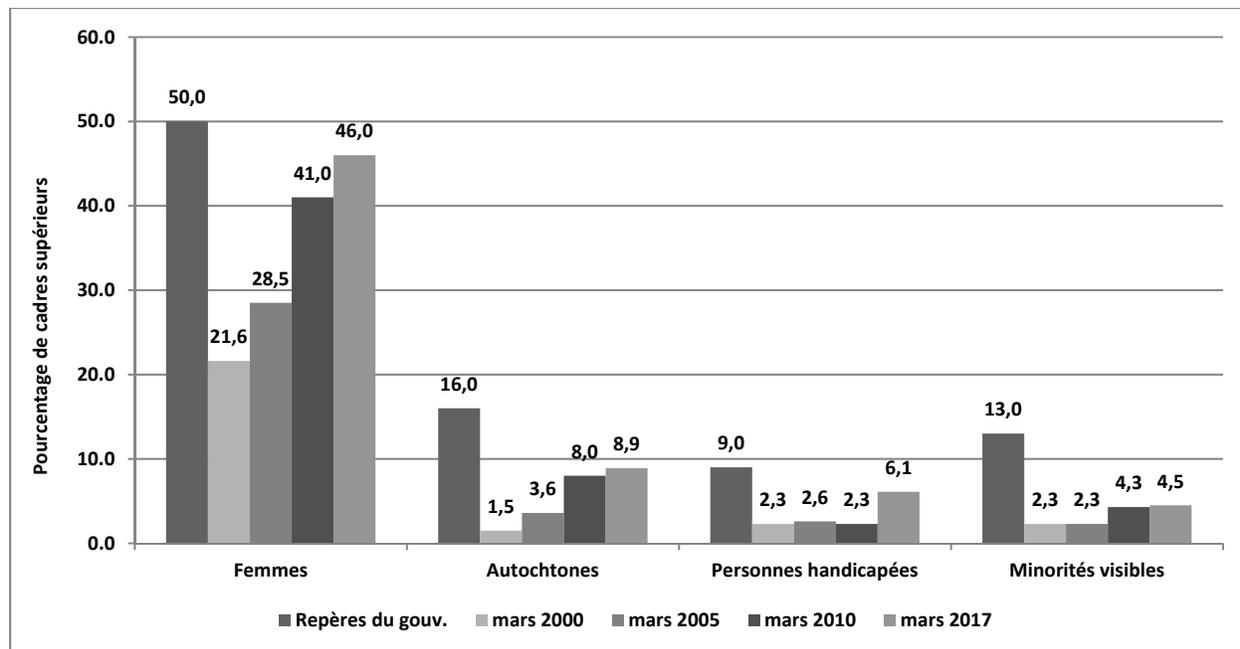
Les diagrammes suivants présentent les objectifs en matière d'équité, des données historiques et les taux de représentation au 31 mars 2017.

### Tous les employés<sup>11</sup>



<sup>11</sup> Les chiffres comprennent les postes réguliers, temporaires, spéciaux et ministériels (actifs et inactifs).

## Cadres supérieurs<sup>12</sup>



<sup>12</sup> Les chiffres comprennent les postes réguliers, temporaires et spéciaux (actifs et inactifs).

## **ROLE OF THE CIVIL SERVICE COMMISSION**

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

The act provides for the management, direction and administration of human resource management matters within the government. This is achieved through the combination of a Civil Service Commission Board and an independent and impartial agency reporting through a commissioner to the Minister responsible for the Civil Service.

### **Vision**

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

### **Mission**

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

To achieve its vision and mission, the Civil Service Commission carries out its responsibilities in accordance with the values shared by all Manitoba government employees:

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

### **Goals**

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

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

## **RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE**

La Commission dirige l'élaboration, la gestion et la mise en œuvre de stratégies et de programmes de ressources humaines qui respectent les dispositions de la Loi sur la fonction publique, peuvent facilement être alignés sur les politiques générales et soutiennent des objectifs ministériels ou de grands objectifs gouvernementaux.

La Loi traite de la gestion, de l'orientation et de l'administration des questions de ressources humaines au sein du gouvernement. Cela est possible par l'action conjuguée du Conseil de la Commission de la fonction publique et d'un organisme indépendant et impartial rendant compte, par l'intermédiaire d'un commissaire, au ministre responsable de la Fonction publique.

### **Vision**

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

### **Mission**

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

La Commission de la fonction publique assume ses responsabilités en accord avec les valeurs que partagent tous les employés du gouvernement du Manitoba :

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

### **Objectifs**

Les politiques, programmes et services de la Commission visent :

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

## **CIVIL SERVICE COMMISSION BOARD**

The Civil Service Commission Board is constituted under subsection 4(1) of The Civil Service 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**

Robert Pruden, Chairperson/Citizen Member  
Ertrice Eddy, Citizen Member  
Russell Malkoske, Citizen Member  
Yvonne Pompana, Citizen Member  
Loretta Ross, Citizen Member  
Brian Stewart, Citizen Member  
Lynn Romeo, Civil Service Commissioner

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

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

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

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

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

## Quasi-Judicial Appeal Function

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

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

The appeal function includes:

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

## Board Activities 2016/17

During 2016/17, the board met on a regular basis to review matters of concern and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2014/15	2015/16	2016/17
Submissions:			
Staffing Audit Report(s)	3	2	2
Diversity/Employment Equity Audit Report(s)	7	5	2
Progress Memos on Audit Recommendation(s)	2	3	4
Revisions to Staffing Delegation <sup>13</sup>	5	7	2
Human Resource Policy Approval	9	3	1
Other	-	-	1

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, and human resource practices and policies. The board attended the annual conference held by the Manitoba Council of Administrative Tribunals (MCAT Inc.). Staff presentations to the board included:

- an overview of the Manitoba Government Respectful Workplace Survey
- an update regarding the Manitoba Government Accessibility Plan

<sup>13</sup> Includes delegation of recruitment and selection authority.

Appeals	Fiscal Years		
	2014/15	2015/16	2016/17
Initiated	17	12	24
Carried over from previous year <sup>14</sup>	19	21	22
Withdrawn	5	6	21
Granted	5	3	4
Granted other than requested	-	-	-
Denied	5	2	4
Carried over to next fiscal year <sup>15</sup>	21	22	17

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 2016/17 primarily involved classification appeals. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

Appeals by Type	Initiated 2016/17	Carried from 2015/16	Withdrawn	Granted			Carried to 2017/18
				Granted	Other	Denied	
Classification	16	19	14	4	-	4	13
Selection	6	2	5	-	-	-	3
Conflict of Interest	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-
Administration							
Over-Range	-	-	-	-	-	-	-
Dismissal	1	-	1	-	-	-	-
Administrative	-	-	-	-	-	-	-
Review							
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	1	-	-	-	-	-	1
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	1	1	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-	-
<b>Total</b>	<b>24</b>	<b>22</b>	<b>21</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>17</b>

<sup>14</sup> Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

<sup>15</sup> Adjusted to reflect 22 appeals carried over from 2015/16.

## **EXECUTIVE SUPPORT**

### **Overview**

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

### **Objectives**

The objectives of Executive Support are to:

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

### **Activities**

- through the program areas of the commission, provide comprehensive human resource management services, policies and programs consistent with The Civil Service Act and government policy, and support for government and departmental goals
- oversee the recruitment, selection and appointment of executive staff, including leadership development
- monitor, evaluate and support the implementation of diversity and employment equity across the government
- oversee the continuous improvement of human resource services in government to strengthen the coordination of human resource activities, and to focus on corporate priorities while being responsive to departmental needs
- manage and direct the executive functions of the commission and the development of strategic initiatives and programs
- manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals
- provide consultation and advice to executive government management
- provide expertise and guidance to departments and public bodies regarding statutory responsibilities under The Public Interest Disclosure (Whistleblower Protection) Act

## The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act (PIDA) 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 civil service, and strengthens protection from reprisal. The law builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba civil service.

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

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

The following is a summary of disclosures received by the commission for fiscal year 2016/17:

<b>Information Required Annually (per Section 18 of the act)</b>	<b>Fiscal Year 2016/17</b>
The number of disclosures received, and the number acted on and not acted on. Subsection 18(2)(a)	<b>NIL</b>
The number of investigations commenced as a result of a disclosure. Subsection 18(2)(b)	<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. Subsection 18(2)(c)	<b>NIL</b>

**1(a) EXECUTIVE SUPPORT**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2016/17 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2016/17 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits <sup>(a)</sup>	553	4.00	494	59	1
Other Expenditures	61		62	(1)	
<b>Total Sub-appropriation</b>	<b>614</b>	<b>4.00</b>	<b>556</b>	<b>58</b>	

Note:

- (a) Executive Support salaries and employee benefits include aggregate compensation of \$21 paid to Civil Service Commission Board Members in 2016/17.

**Explanation:**

1. Increase is due to costs associated with retirement.

## **POLICY, PROGRAMS AND LEARNING**

### **Overview**

Policy, Programs and Learning develops and implements initiatives, policies, and programs that sustain and inspire the Manitoba civil service. The branch provides learning and development opportunities and organizational consulting services that enable employees to deliver on government's service commitments. The branch also provides leadership and support to departments in strategic employee learning and development, and helps government employees understand their responsibility in creating a positive work environment.

The branch is committed to the implementation of human resource actions that:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- increase the leadership capacity of employees within the Manitoba government
- increase opportunities to enhance diversity and inclusion
- improve the workplace environment and culture
- introduce human resource innovations

### **Objectives**

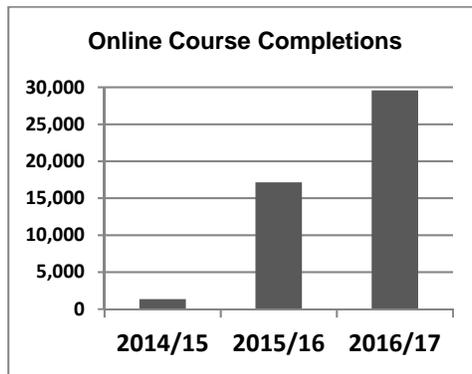
The objectives of Policy, Programs and Learning are to:

- promote diversity to build representative, inclusive and fulfilling workplaces throughout government
- develop employee and organization capacity
- introduce innovative human resource policies and practices
- maintain a consistent and high standard of human resource services
- align learning and development programming and services with corporate and department goals and priorities
- lead employee development towards continuous learning
- enhance the organization management and leadership capacity of the government to achieve results
- develop a civil service with the capacity to innovate and meet the government's present and future operational demands
- educate and promote awareness of the Respectful Workplace and Harassment Prevention Policy to all levels within government, and assist in resolving respectful workplace issues in a fair and respectful manner

## Activities/Results

- lead and support departments in the development and implementation of activities relating to the diversity and inclusion goals of the Manitoba government. During 2016/17:
  - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2017, as one of Canada's Top Employers for Young People for 2017, and one of Manitoba's Top Employers for 2017
- coordinate and deliver education and awareness building initiatives to promote diversity and inclusion. During 2016/17:
  - organized four learning events to celebrate internationally and nationally recognized days promoting diversity and inclusion, and began offering a webinar option to offer more employees access to these sessions
  - continued the Safe Spaces Initiative to support awareness and inclusion of sexual orientation and gender identity diversity within the Manitoba government
    - announced the availability of trained Safe Spaces Advisors serving as contacts for employees with questions, or seeking resources, on sexual orientation or gender identity matters
    - supported two Safe Spaces Advisors in receiving transgender awareness training, to increase capacity to improve transgender awareness
    - supported the establishment of a new employee network – We are All Valuable and Equal (WAVE) – for sexual orientation and gender identity minorities, and allies
- work in conjunction with Human Resource Operations division and client departments to engage in outreach activities throughout the province in order to promote career opportunities within the Manitoba government. During 2016/17:
  - participated in outreach events, including 23 job fairs, exhibits, and occupation specific career fairs for law enforcement and financial workers
  - delivered 69 information sessions on the Manitoba government's hiring process, 42 for employment serving organizations, 8 for internal employees, and 19 for the general public
  - held ongoing consultations with organizations representing persons with disabilities to identify candidates for employment opportunities and supports available for employees with disabilities
  - engaged with employee networks and resource groups in promoting careers in the Manitoba government
- develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity
  - In 2016/17, a total of 399 employees took "Strategic Staffing: Foundations", an e-learning course serving as an introduction and prerequisite to the formal classroom training for managers and human resource practitioners. 79 employees also participated in formal training on recruitment and selection as follows:
    - 19 employees attended Strategic Staffing Skills for Human Resource Practitioners
    - 60 managers attended Strategic Staffing Skills for Managers

- develop, implement, communicate and support policies and initiatives that promote positive and effective workplaces in government
  - revised the security checks policy to strengthen language specifying the types of appointment to which checks may apply, expand the requirement for checks to include senior executive positions, and set parameters for conditional offers of employment
  - developed new guidelines to support the administration of domestic violence leave following the introduction of The Domestic Violence Leave and Stalking Act on June 1, 2016
  - developed guidelines to enhance the active offer of French language services through the course of human resource service delivery by Civil Service Commission staff
  - made significant updates to the content of the “Strategic Staffing Skills for Managers” training workshop, which serves to educate department managers on their role in the recruitment and selection process
  - conducted a Respectful Workplace Survey in the winter of early 2017 to further understand employees’ workplace experiences with the goal of informing human resource practices across government
    - This follow-up to a 2015 survey is part of an international, interdisciplinary research-practice partnership with the University of Winnipeg to better understand and address instances of workplace mistreatment.
- audit staffing practices of delegated organizations/departments to ensure compliance with delegation agreements and related activities. During 2016/17:
  - three audits of staffing practices of organizations/departments with delegated staffing authority were completed
  - two applications for delegated staffing authority were reviewed
  - six presentations related to staffing audits and delegated staffing authority were made
  - ongoing input and feedback provided to various special project teams
- review and audit department diversity, inclusion and employment equity performance to reinforce departmental accountability for diversity and inclusion
  - In 2016/17, two department reports were completed and presented to the Civil Service Commission Board.
- support employee networks and resource groups that engage and encourage future and representative generations of civil servants
  - These groups are described in Appendix C on page 50
- coordinate development of the Manitoba Government Accessibility Plan, which was approved and made publicly available in December 2016
- deliver open-registration and in-house sessions of workshops to meet the common training needs of Manitoba government employees throughout the province. In 2016/17, 4,505 employees attended training workshops or in-department learning events delivered by Organization and Staff Development.
- introduce seven new online courses to its corporate offerings, and introduced the delivery of new webinars and virtual workshops with 97 learners participating in these learning opportunities



29,568 individual online course completions were logged in 2016/17, a significant increase over previous years.

- launch an online Learning Portal to provide all employees with access to information about corporate learning and development programs as well as resources for informal and independent learning
- address cases brought forward to the Respectful Workplace Office (RWO):
  - 107 new cases involving 669 employees
    - The resolution of these cases included education (28), mediation (9), workplace assessment/intervention (22), and individual coaching (48).
  - delivery of 63 presentations and 17 workshops with a total of 1,551 employees participating
  - completion of online training in Respectful Workplace and Harassment Prevention by 8,965 employees
  - 99 consultation sessions with employees, managers, and human resource staff regarding a variety of workplace issues
- support the office of the Clerk of the Executive Council and a group of senior managers to develop a new Corporate Action Plan on Employee Engagement, in response to the results of our internal Employee Engagement Survey conducted in 2015
- continue implementation and coordination of the corporate plan supporting civil service values and ethics across government
- partner with Manitoba Justice to involve interns in the pilot of the Civilian Monitoring Program

#### 1(b) POLICY, PROGRAMS AND LEARNING

Expenditures by Sub-appropriation	Actual 2016/17 \$(000s)	FTEs	Estimate 2016/17 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	2,562	31.00	2,522	40	
Other Expenditures	1,212		2,385	(1,173)	1
Less: Recoverable from other Appropriations	(1,136)		(2,556)	1,420	1
<b>Total Sub-appropriation</b>	<b>2,638</b>	<b>31.00</b>	<b>2,351</b>	<b>287</b>	

**Explanation:**

1. The variance is primarily attributed to Organization and Staff Development ceasing management consulting services in 2016/17.

# HUMAN RESOURCE OPERATIONS

## Overview

Human Resource Operations provides a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans, which includes:

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

Human Resource Operations is divided into six service centres as reflected in the organization chart on page 1.

## Objectives

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

- staff effectively
- build representative and satisfying workplaces
- develop employee and organization capacity to its full potential

## Activities/Results

- implement and maintain a vision, mandate and values relating to the delivery of human resource services
- manage the recruitment and selection function
  - in 2016/17:
    - conducted outreach activities to attract applicants for specific job categories and for regional positions
    - conducted 940 competitions for which there were 37,510 applicants of which 5,141 were interviewed (for additional detail see Appendix D on page 54)
    - completed 1,358 appointments
    - provided information on the recruitment process and feedback to applicants
- ensure compliance with the Manitoba government values and ethics framework
  - conducted formal investigations<sup>16</sup> involving the establishment of an investigation team with representatives of human resources and management of the department

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<sup>16</sup> These investigations do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act, as these are reported by departments in separate annual reports.

- completed 416 investigations and investigated<sup>17</sup> a total of 747 respondents in 2016/17
- investigations related to allegations of misconduct such as: attempted fraud, conflict of interest, harassment and other inappropriate conduct
  - substantiated allegations: 329
  - unsubstantiated allegations: 87
- support and apply human resource practices that advance diversity and inclusion goals
  - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
  - continued working, in conjunction with Policy, Programs and Learning, to participate in career fairs and diversity and employment equity outreach events to further opportunities for entry into government
  - continued to coordinate special events to raise awareness of diversity and employment equity groups and continued diversity training
- ensure that SAP integrity is maintained and that the functionality is utilized to the fullest extent
  - maintained employee and payroll records for all Manitoba government employees on behalf of all government departments and maintained comprehensive attendance and payroll information on the corporate human resource/payroll system (SAP)
  - provided information on employee benefits, retirement, death benefits and long term disability to employees
  - conducted an audit of department personnel SAP records
- ensure the development and training of staff reflects current knowledge and is consistent with government priorities
  - enhanced the human resource training program
- provide advice to executive management on the full range of human resource matters, interpret policies, assess current circumstance and future consequences and provide recommendations that are prudent, fair and fully informed
- align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably
  - participated in organizational design consultations and related activities both for clients and within human resources

### 1(c) HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2016/17 \$(000s)	FTEs	Estimate 2016/17 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	13,677	192.50	13,913	(236)	
Other Expenditures	1,240		1,097	143	
Less: Recoverable from other Appropriations	(332)		(333)	1	
<b>Total Sub-appropriation</b>	<b>14,585</b>	<b>192.50</b>	<b>14,677</b>	<b>(92)</b>	

<sup>17</sup> The counts of investigations completed and of respondents investigated do not include any investigations in progress at the end of the fiscal year.

# **INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT**

## **Overview**

Internship, equity and employee development programs enable government to recruit and develop staff consistent with organization needs and employment policies, including those that promote a representative workforce. These programs provide distinct training and development opportunities related to the skills and abilities required in the civil service, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

The Diversity and Inclusion Unit is responsible for the development, management and administration of these programs.

## **Objectives**

The objectives of the internship, equity and employee development programs are to:

- increase diversity and inclusion in the civil service
- increase leadership capacity in the civil service
- increase opportunities for professional development and learning
- support an efficient and sustainable workforce

## **Activities/Results**

- continue to deliver programs that recruit and develop staff consistent with organizational needs and employment policies, including those that promote a representative and sustainable workforce:
  - Career Gateway Program to recruit job-seekers from employment equity groups
  - Management Internship Program to prepare post-secondary graduates for professional or management level positions within government
  - Manitoba Diversity Internship Program to prepare individuals from employment equity groups for professional positions in government
  - Diversity Employee Development Program to provide development opportunities for internal employees from employment equity groups
  - Project SEARCH to provide work experience for high school students with intellectual disabilities
  - Volunteers in Public Service to provide work experience for visible minorities and immigrants
- continue partnerships with government departments and post-secondary institutions to support work experience for individuals facing multiple employment barriers

- Participation rates for ongoing programs are as follows:

<b>Internship, Equity and Employee Development Programs</b>	Total participants in the program <sup>18</sup>	Participants hired into government positions	Number of program participants in 2016/17
<b>Internship Programs</b>			
Management Internship Program	107	89	5 <sup>20</sup>
Manitoba Diversity Internship Program <sup>19</sup>	71	56	6 <sup>21</sup>
<b>Placement Programs</b>			
Career Gateway Program <sup>22</sup>	650	502	35 <sup>24</sup>
Placement Stream	78	51	26
Referral Stream	74	74	8
Special Initiatives Stream <sup>23</sup>	53	5	1
<b>Work Experience Program</b>			
Volunteers in Public Service Program <sup>25</sup>	92	44	1
Project SEARCH <sup>26</sup>	52	27	14 <sup>27</sup>
<b>Employee Development Programs</b>			
Diversity Employee Development Program (DEDP) <sup>28</sup>	107	N/A	26 <sup>29</sup>

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 50.

<sup>18</sup> Represents current number of participants since program inception

<sup>19</sup> Includes 40 participants from the Aboriginal Public Administration Program (APAP) and 18 participants from the Internship Program for Persons with a Disability (IP-PWD), which started in 1999 and 2009, respectively. 30 APAP and 15 IP-PWD participants were subsequently hired into government positions. APAP and IP-PWD were redesigned and incorporated into the Manitoba Diversity Internship Program in 2013

<sup>20</sup> Includes five Management Interns hired in the previous intake who continued with the program in 2016/17

<sup>21</sup> Includes four MDIP Interns hired in the previous intake who continued with the program in 2016/17

<sup>22</sup> Includes participants from the Career Gateway Program for Members of Visible Minorities (CGP) and Career Assistance Program for Persons with a Disability (CAP-PWD) which started in 2004 and 2001 respectively and had 272 and 173 participants in total. 247 and 125 participants were subsequently hired into government positions, respectively. CGP-VM and CAP-PWD were incorporated into the new Career Gateway Program in 2013

<sup>23</sup> Includes participants from existing partnerships with organizations supporting work experience for individuals facing multiple employment barriers

<sup>24</sup> Includes 17 CGP participants hired in previous intakes who continued with the program in 2016/17

<sup>25</sup> Excludes work experience placements for students of educational and training programs of partner organizations

<sup>26</sup> Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by Manitoba Education and Training

<sup>27</sup> Includes seven Project SEARCH students from previous intake who continued in 2016/17

<sup>28</sup> Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD), which started in 1996 and 2011, respectively and were redesigned and incorporated into the Diversity Employee Development Program in 2013

<sup>29</sup> Includes 26 DEDP participants from the previous intake who continued in 2016/17

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

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2016/17 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2016/17 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	1,214	42.50	2,425	(1,211)	
Other Expenditures	12		86	(74)	
Less: Recoverable from other Appropriations	(898)		(1,713)	815	
<b>Total Sub-appropriation</b>	<b>328</b>	<b>42.50</b>	<b>798</b>	<b>(470)</b>	<b>1</b>

***Explanation:***

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

# EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

## Overview

The Employee and Family Assistance Program (EFAP) provides counselling and intervention services to Manitoba government employees and their immediate family members who are seeking help with personal or interpersonal problems in their home or work lives. The EFAP also provides this service to 22 other public service organizations under fee for service contracts.

## Objectives

Objectives of the EFAP:

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

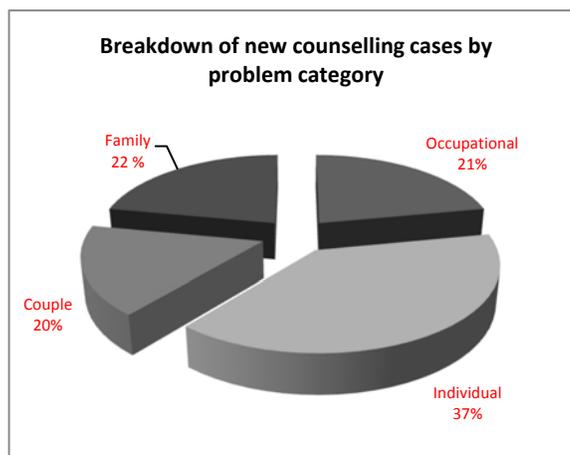
## Activities/Results

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

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

Employees are encouraged to access the available counselling services. In 2016/17, a total of 2,020 cases were dealt with by counsellors, a decrease of 113 cases from the year prior.

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



- provide specialized clinical services:

	2016/17	
	Number of new cases	Number of employees involved
<b>Clinical Services</b>		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	8	129
Trauma management (consultations, critical incident debriefing, individual counselling)	20	318
Sexual harassment (consultations, counselling, post-investigation debriefings)	2	2

- conduct outreach to employees to make them aware of the services available through the EFAP and encourage them to seek EFAP services if needed. In 2016/17:
  - additional emphasis continued to be placed on employee outreach with 8 EFAP information sessions held, attended by 165 employees
  - responded to requests for presentations on various topics with 28 specialized sessions (e.g. sexual harassment, bullying, change transition) and 1,165 employees attended
- address requests from managers for advice, which in 2016/17 resulted in 194 consultations

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 88% of services are provided within the Manitoba civil service with the remaining 12% provided under fee for service contracts to public service organizations.

In 2016/17, a total of 3,976 individual employees or their immediate family members received the services of the EFAP.

#### 1(e) EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2016/17 \$(000s)	FTEs	Estimate 2016/17 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	687	8.00	738	(51)	
Other Expenditures	78		76	2	
Less: Recoverable from other Appropriations	(130)		(129)	(1)	
<b>Total Sub-appropriation</b>	<b>635</b>	<b>8.00</b>	<b>685</b>	<b>(50)</b>	

## **LABOUR RELATIONS DIVISION**

### **Overview**

Labour Relations Division provides a complete range of services by supporting and representing government and department management in labour relations matters, compensation activities and benefits administration within and outside the civil service. Services are provided in support of the Civil Service Commission, Treasury Board, government negotiators, human resource practitioners, departmental management and external public sector organizations. Services include:

- administration of government's job classification program
- administration of employee benefits programs and compensation research to support the collective bargaining process and human resource policy development
- representing government in negotiations with employee representatives to amend the Civil Service Superannuation Plan, the Public Service Group Insurance Plan and the Teachers Pension Plan
- providing central administrative services for government-wide benefits and insurance programs in accordance with collective agreements, legislation and human resource policies
- providing a complete range of labour relations services to government by representing management in labour relations activities involving both unionized and non-unionized employees
- representing the employer in various tribunals including Manitoba Labour Board, Manitoba Human Rights Commission, Workers Compensation Board, Civil Service Commission Board and labour arbitration proceedings
- providing support services for the management of employee illness or injury

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

### **Objectives**

The objectives of Labour Relations Division are to provide support to enable the Manitoba government to:

- negotiate collective agreements
- administer job classification and employee benefits programs
- implement collective agreements and compensation
- recommend and provide labour relations strategic advice to government

### **Activities/Results**

- Represent the province in collective agreement administration and grievance handling for bargaining units including:
  - The Manitoba Government and General Employees' Union (MGEU) (Government Employees Master Agreement)
  - The Manitoba Association of Crown Attorneys (Manitoba Crown Attorneys Agreement)
  - The Legal Aid Lawyers' Association (Legal Aid Lawyers' Agreement)
  - The Manitoba Association of Government Engineers (Manitoba Professional Engineers Agreement)
  - MGEU (Child and Family Services Support Workers Agreement)
  - MGEU (Manitoba Housing Agreement)
  - International Union of Operating Engineers (IUOE) (Manitoba Housing Agreement)
  - Canadian Union of Public Employees (CUPE) (Child and Family Services Agreement)
  - MGEU (Addictions Foundation of Manitoba Agreement)

- MGEU (Manitoba Agricultural Services Corporation – two agreements)
- MGEU (Liquor and Gaming Authority of Manitoba Agreement)
- MGEU (The Manitoba Centennial Centre Corporation Agreement)
- International Alliance of Theatrical Stage Employees (IATSE) (Manitoba Centennial Centre Corporation Agreement)
- manage the interests of the province in human rights cases and before the Manitoba Labour Board on a number of issues
- conduct workshops for human resource staff and line managers on various labour relations topics. Sixteen workshops were delivered and approximately 350 people participated.
- provide support in the form of research and costing to Negotiation Services related to the negotiation of various collective agreements. Implement pay schedules and benefits for all agreed to collective agreements.
- evaluate job classification requests. A total of 1,781 classification requests were received and evaluated in 2016/2017. The average time to complete these reviews was 76 calendar days. In addition, Compensation Services has completed three classification series reviews and currently has nine classification series reviews underway. Compensation Services also represented the employer at five classification appeals.
- maintain and expand compensation and benefits information management systems, and exchange information with a variety of local and national employers. Compensation Services conducted five surveys and responded to 43 surveys from other employers.
- provide administrative support and disability management services for Long Term Disability (LTD) plan and Workers Compensation Board (WCB) recipients and monitor accommodation issues related to redeployment of employees on medical grounds. There were 194 applications for LTD benefits processed and 84 employees who had been on LTD returned to work. As of March 31, 2017, 327 individuals were in receipt of LTD benefits.
- provide employer submission and representation to the WCB for claim appeals. Direct participation included 43 Review Office and seven Appeal Commission level appeals for the period April 1, 2016 through to March 31, 2017.

#### 1(f) LABOUR RELATIONS

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2016/17 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2016/17 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	2,390	27.00	2,408	(18)	
Other Expenditures	264		202	62	1
<b>Total Sub-appropriation</b>	<b>2,654</b>	<b>27.00</b>	<b>2,610</b>	<b>44</b>	

**Explanation:**

1. *The increase is due to costs associated with collective bargaining.*

## **CORPORATE SERVICES**

### **(MANITOBA FINANCE AND CIVIL SERVICE COMMISSION)**

#### **Overview**

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

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

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

## **SUSTAINABLE DEVELOPMENT**

### **Overview**

The Civil Service Commission continues to place emphasis on environmentally sound practices.

In 2016/17, the department replaced print catalogues, previously circulated by Organization and Staff Development to promote training workshops, with an online Learning Portal. Increased use of eLearning workshops and webinars for learning events have also reduced costs associated with travel and printing.

The department also continues to provide accessible recycling bins, promotes the use of recycled paper in photocopiers and computer printers, and encourages two-sided printing of documents as the user default setting. Employees are encouraged to consider the environment before printing documents, and are encouraged to use environmentally friendly dishware in the office.

**FINANCIAL INFORMATION SECTION**

**Part A – Operating Expenditure**

**Civil Service Commission**

**RECONCILIATION STATEMENT**

<b>DETAILS</b>	<b>2016/17 ESTIMATES</b>
2016/17 MAIN ESTIMATES	21,677
<b>2016/17 ESTIMATE</b>	<b>21,677</b>

Manitoba Civil Service Commission

**Expenditure Summary by Sub-Appropriation**

for the fiscal year ended March 31, 2017 with comparative figures for the previous fiscal year (\$000s)

Estimate 2016/17	Appropriation	Actual 2016/17	Actual 2015/16	Increase (Decrease)	Explanation Number
17- 1 CIVIL SERVICE COMMISSION					
	(a) Executive Support				
494	Salaries and Employee Benefits	553	479	74	
62	Other Expenditures	61	55	6	
	(b) Policy, Programs and Learning				1
2,522	Salaries and Employee Benefits	2,562	2,503	59	
2,385	Other Expenditures	1,212	1,801	(589)	
(2,556)	Less: Recoverable from other appropriations	(1,136)	(2,067)	931	
	(c) Human Resource Operations				
13,913	Salaries and Employee Benefits	13,677	13,305	372	
1,097	Other Expenditures	1,240	1,222	18	
(333)	Less: Recoverable from other appropriations	(332)	(332)	-	
	(d) Internship, Equity and Employee Development				
2,425	Salaries and Employee Benefits	1,214	1,102	112	
86	Other Expenditures	12	32	(20)	
(1,713)	Less: Recoverable from other appropriations	(898)	(813)	(85)	
	(e) Employee and Family Assistance Program				
738	Salaries and Employee Benefits	687	674	13	
76	Other Expenditures	78	76	2	
(129)	Less: Recoverable from other appropriations	(130)	(129)	(1)	
	(f) Labour Relations				
2,408	Salaries and Employee Benefits	2,390	2,465	(75)	
202	Other Expenditures	264	236	28	
21,677	Total Expenditures	21,454	20,609	845	

**Explanation:**

1. Primarily due to Organization and Staff Development ceasing its management consulting services in 2016/17.

Manitoba Civil Service Commission

**Revenue Summary by Source**

for the fiscal year ended March 31, 2017 with comparative figures for the previous fiscal year (\$000s)

Actual 2015/16	Actual 2016/17	Increase (Decrease)	Source	Actual 2016/17	Estimate 2016/17	Variance	Expl. No.
<b>OTHER REVENUE</b>							
21	36	15	(a) Sundry *	36	21	15	1
21	36	15	Subtotal	36	21	15	
<b>GOVERNMENT OF CANADA</b>							
1	0	(1)	Canada School of Public Service	0	5	(5)	2
1	0	(1)	Subtotal	0	5	(5)	
22	36	14	Total	36	26	10	

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

**Explanations:**

1. The increase from estimate and prior year is due to the unanticipated employee income replacement from Manitoba Public Insurance.
2. The decrease from estimate and prior year is due to the organizational changes within the Canada School of Public Service resulting in decreased demand from external providers.

Manitoba Civil Service Commission

**Five-Year Operating Expenditure and Staffing Summary by Main Appropriation**

for the fiscal years ended March 31, 2013 to March 31, 2017 \*

Main Appropriation	2012/13		2013/14		2014/15		2015/16		2016/17	
	FTEs	\$000s								
17- 1 Civil Service Commission	323.50	20,895	313.50	21,074	311.50	20,956	305.00	20,609	305.00	21,454
<b>Total</b>	<b>323.50</b>	<b>20,895</b>	<b>313.50</b>	<b>21,074</b>	<b>311.50</b>	<b>20,956</b>	<b>305.00</b>	<b>20,609</b>	<b>305.00</b>	<b>21,454</b>

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

## CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2016/17 reporting year. This is the eleventh year in which all Manitoba government departments have included a standardized Performance Measures section in their annual reports.

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

For more information on performance reporting and the Manitoba government, visit <https://www.gov.mb.ca/finance/publications/performance.html>.

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 2016/17 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
The increase in the leadership capacity within the commission, by measuring participation in a number of major development initiatives.	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in a sustainable workforce. Level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	Total participants as of March 31, 2006:  Certificate in Public Sector Management Program (CPSM) – n/a <sup>30</sup>	Total participants as of March 31, 2017:  CPSM – 241 have completed the program	Continuing increases for most indicators.	

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

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2016/17 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
		<p>Essentials of Supervision Certificate Program (EOS) – n/a<sup>24</sup></p> <p>Office Professionals Certificate Program (OPCP) – 166 have completed the program</p> <p>Certificate in Public Sector Office Administration (CPSOA) – n/a<sup>31</sup></p> <p>Executive Leadership Development Program (ELDP) – n/a<sup>24</sup></p> <p>Enterprise Talent Management (ETM) – n/a<sup>24</sup></p>	<p>EOS – 170 have completed the entire certificate program, and there have been 4,974 individual course completions in the program components.</p> <p>OPCP – 250 have completed the program, which was replaced with the new Certificate in Public Sector Office Administration (CPSOA)</p> <p>CPSOA - 51 have completed the program</p> <p>ELDP - 26 have completed the program</p> <p>The program remains ongoing, with 40 participants having completed the initial cycle of assessment and development discussions.</p>		

<sup>31</sup> These programs were introduced subsequent to March 31, 2006. Please refer to program details in Appendix C.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2016/17 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
Employee engagement which is the subject of an employee survey conducted every two years.	Ongoing civil service renewal is required if we are to attract and maintain the talent government needs to meet the public service expectations of Manitobans. One of the ways to keep employees is to engage them in their work and work environment.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%.	There was no employee engagement survey done in 2016.  From the 2015 employee survey, the engagement score was 58.8%	There was a marginal decrease between 2007 and 2015.	The 2015 Employee Engagement Survey included 21 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 12 additional questions.
Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their department values diversity in the employee survey.	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee survey: 65.0% of employees agreed that their department values diversity.	From the 2015 employee survey, 66.2% of employees agreed that their department values diversity.  Also in the 2015 survey, 70.4% of employees agreed that they were treated respectfully at work.	The 2015 score was the highest to date.	

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 2016/17 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
<p>Provision of consulting and training services that meet the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).</p>	<p>Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.</p>	<p>Data for fiscal year 2005/2006:</p> <p>6,470 participants, including employees within the civil service and external participants attended in-person training workshops or in-department development events delivered by OSD.</p> <p>The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with greater cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.</p>	<p>Data for fiscal year 2016/17:</p> <p>4,505 employees within the civil service attended in-person training workshops or in-department development events delivered by OSD.</p> <p>29,568 online course completions in 2016/17.</p> <p>Since the introduction of online learning there have been a total of 50,947 course completions to date.</p>	<p>Notwithstanding the focus on increasing eLearning, workshop attendance increased for the first time since 2009/10.</p>	<p>Note that 2005/06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Indigenous people. The 2005/06 enrolment counts also include external participants</p> <p>The dramatic increase in online course completions can be attributed to the implementation of an eLearning strategy that provides funds for course development, as well as the designation by the commission that certain courses be mandatory for all employees.</p>

## APPENDICES

### Appendix A - Definitions

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

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

	Fiscal Year		
	2014/15	2015/16	2016/17
Number of Civil Service Employees	14,701	14,876	14,162

### By Department for 2016/17

Department	As at March 31, 2017
Offices of The Legislative Assembly	126
Executive Council	40
Agriculture	306
Civil Service Commission	242
Education and Training	788
Families	2,065
Finance	1,300
Growth, Enterprise and Trade	526
Health, Seniors and Active Living	1,364
Indigenous and Municipal Relations	322
Infrastructure	1,709
Justice	4,310
Sport, Culture and Heritage	210
Sustainable Development	837
Other Non Core Enterprises*	17
<b>Total</b>	<b>14,162</b>

\* Includes Public Schools Finance Board and All Charities.

## **Appendix C - Renewal and Diversity**

### **Recruitment, Development and Retention Programs**

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

##### **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 an 18-month internship.

##### **Manitoba Diversity Internship Program (MDIP)**

This program is designed to proactively recruit individuals who self-declare as a person with a disability, Indigenous person, or a visible minority. The recruitment focuses on position/occupation specific placements and is designed to assist departments with renewal challenges while helping address difficult to recruit positions and diversity goals.

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

##### **Career Gateway Program (CGP)**

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

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

To further enhance this program, the Special Initiatives stream was developed to allow employment equity members with multiple barriers gain short term employment with the Manitoba government.

##### **Volunteers in Public Service Program (VIPS)**

This program provides visible minorities and immigrants with volunteer public service work experience aimed to sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full time for six weeks or 15 hours per week over a three month period.

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

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

## **Red River College (RRC) Transforming Futures – College Program for Adults with Intellectual Disabilities**

The RRC Transforming Futures Pilot Project was launched in 2014/15 with the first program intake occurring in April 2015.

The initiative is a partnership between RRC and several employers in the public and private sectors. It provides an opportunity for post-secondary students with intellectual disabilities and desire to pursue Administrative Assistant or Culinary Arts programs with Red River College to learn in an inclusive, supportive environment and to examine career options based on personal skills and interests.

## **Employee Development Programs:**

### **Diversity Employee Development Program (DEDP)**

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

## **Employee Networks Supporting Engagement and Development:**

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

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

This program started in 2005 and currently there are over 1,207 members from across all government departments and regions of the province.

### **Touchstone**

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has over 180 members from various government departments. The group is formed of more experienced employees as well as newcomers to the Manitoba government, and relies on the abilities of more experienced Indigenous employees as mentors and role models to support the development of other employees as they progress through their careers in the civil service. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

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

VM Net connects its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. There are 214 registered members from across government departments, and 350 on the distribution list. Learning events, on-site language translations, citizenship court ceremony receptions, representation in Manitoba career fairs, and informal mentorship to professional immigrants are among VM Net's activities since it was formed in 2006 by participants of the Career Gateway Program for visible minorities.

### **Civil Servants with Abilities Network (CSWAN)**

CSWAN was launched in December 2014 as a new employee resource group that supports employees with disabilities. It is a network led by volunteers within the civil service, to support persons with disabilities with professional and personal career development and has approximately 60 members. It is also a resource for those in the civil service who support the career development of their colleagues with a disability.

### **We are All Valuable and Equal (WAVE)**

WAVE is an employee network formed to help foster understanding and inclusion of sexual orientation and gender identity diversity. Launched in May 2016, as part of a broader Safe Spaces Initiative, the network has over 80 members and is open to all interested Manitoba government employees, including those who self-identify as sexual minorities and allies. The network promotes awareness of advocacy, policy development, education, outreach, and resource assistance for Manitoba government employees on sexual orientation and gender identity. This supports government's efforts to improve the services provided to a diverse Manitoba population and ensure respectful, inclusive workplaces for civil servants.

### **Learning Champions**

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

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

#### **Enterprise Talent Management (ETM)**

Enterprise Talent Management (ETM) is an initiative of the Clerk of Executive Council launched in June 2015, supported by Policy, Programs and Learning. The program is inclusive of all Assistant Deputy Ministers (ADMs), and, for departments with less than two ADMs, participation by an appropriate number of Executive Directors. The program includes the following key components:

- confirmation of a standardized ADM knowledge, skills and abilities profile
- development of individual ADM profiles
- assessment of ADM positions to determine complexity and scope
- 360 degree assessment of ETM program participants
- talent management panel discussions for participants to receive feedback from Deputy Ministers, the Clerk of Executive Council, and the Civil Service Commissioner
- strategic learning events in support of executive development and relationship building
- improvements to recruitment and assessment methods for ADM positions

### **Executive Leadership Development Program (ELDP)**

The Executive Leadership Development Program (ELDP), a corporate development program for Director/Executive Director level employees across departments, was designed to prepare participants for the executive role and to ensure capacity at the executive leadership level in the Manitoba government. The focus for the program was informal learning and included facilitated group discussions, case studies, peer mentoring, and an executive leader speaker series offered throughout the program year. Participants also engaged in personal self assessments, completed team project assignments and developed a strong peer network, continuing to meet informally to strengthen their peer network. Participants also learned 'on the job' through coaching and mentoring opportunities with senior executive leaders. The program concluded in March 2014.

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

Launched in 2008/09, this 18-month program provides mid-managers and professional staff with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. Participants are selected by departments.

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

This program, which was introduced in 2008/09, provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five two-day modules of skill-based training (or condensed "boot camps") offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

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

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

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

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

This program ran from 2011 to 2016. Participants can still complete electives, but new offerings were discontinued in 2016/17.

## Appendix D - Competition Statistics

### 3 Year Comparative Total

In 2016/17 there were a total of 940 competitions for positions within the commission with a total of 37,510 applications for these positions, or an average of 40 applications per competition.

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

	Fiscal year ending March 31 <sup>st</sup>		
	2014/15	2015/16	2016/17
<b>Competition Totals</b>	<b>1,027</b>	<b>1,367</b>	<b>940</b>
Applications received:			
Internal	5,710	7,082	5,051
External	25,028	39,067	32,459
<b>Total</b>	<b>30,738</b>	<b>46,149</b>	<b>37,510</b>
Applicants interviewed:			
Internal	2,018	2,541	1,735
External	3,418	4,941	3,406
<b>Total</b>	<b>5,436</b>	<b>7,482</b>	<b>5,141</b>
Appointments:			
Internal	639	859	560
External	884	1,266	798
<b>Total</b>	<b>1,523</b>	<b>2,125</b>	<b>1,358</b>

Shown graphically as a percentage of the total:

