

**Manitoba Civil Service Commission**  
**Commission de la fonction publique du Manitoba**

**Annual Report**  
**2018-2019**

**Rapport annuel**  
**2018-2019**



Manitoba Civil Service Commission

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**MINISTER RESPONSIBLE FOR THE CIVIL SERVICE**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

May It Please Your Honour:

I have the privilege of presenting the 101st Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2018 to March 31, 2019.

Respectfully submitted,

*Original signed by*

Honourable Scott Fielding  
Minister responsible for the Civil Service





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**MINISTER RESPONSIBLE FOR THE CIVIL SERVICE**

Legislative Building  
Winnipeg, Manitoba, CANADA  
R3C 0V8

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

Madame la Lieutenant-Gouverneure,

J'ai le privilège de vous soumettre le cent unième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1er avril 2018 au 31 mars 2019.

Le tout respectueusement soumis.

*Original signé par*

Scott Fielding  
Ministre responsable de la Fonction publique





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

Dear Minister Fielding:

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 101<sup>st</sup> Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2018 to March 31, 2019 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



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 cent unième 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 2018 au 31 mars 2019 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis.

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

*Original signé par*

Robert Pruden



**Civil Service Commission**

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

Mr. Robert Pruden  
Chairperson  
Civil Service Commission Board

Dear Mr. Pruden:

I am honoured to present the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2018 to March 31, 2019.

The Commission has continued to advance government's priorities through the ongoing development and delivery of human resource supports, services, policies and programs that enable departments to transform the work and culture within our public service.

As part of our efforts to build a highly effective, engaged and modern public service, the department began work to develop a new Public Service Act. This new act will ensure a safe and harassment-free workplace, within which fundamental values such as ethics, transparency, diversity and inclusion are consistently applied. The new Public Service Act will also foster alignment beyond core government departments and across the public service. In addition to enhanced oversight, the new act will incorporate greater flexibility to support innovation, renewal and engagement, ensuring the public service continues to attract diverse, skilled professionals.

The Commission has taken a leadership role in modernizing our public service to better meet the needs of Manitobans and ensure our government is poised to deliver strong outcomes for years to come. In 2018/19, we began a project to simplify the Manitoba government's classification system to better support a modern public service while ensuring the work we do as public servants is accurately reflected in our job groupings.

As we focus on improving outcomes, the Commission has implemented measures to ensure that our public services are sustainable. We provided ongoing advice and assistance to departments in achieving organizational efficiencies while continuing to fill high priority positions. The Commission also provided ongoing support for public sector collective bargaining, within a realistic and sustainable framework.

Our department continued its commitment to continuous improvement, innovation and streamlining through the advancement of projects intended to reduce red tape, improve the efficiency of processes and procedures, and enhance service delivery. For example, we initiated a project that will streamline the Manitoba government's recruitment process and reduce the time needed to undertake job competitions and fill vacancies.

We enhanced the Manitoba government's ethical environment and framework through the implementation of amendments to The Public Interest Disclosure (Whistleblower Protection) Act (PIDA). These amendments strengthen protections from reprisal for whistleblowers and automatically extend protections under the legislation to school divisions, school districts and municipalities that choose to opt-in.

The Commission also made ongoing efforts to ensure all employees have respectful, inclusive and positive workplaces. We revised the Manitoba government's respectful workplace policy in response to information we heard from employees and the expert advice from MLT Aikins through their review of our policies and practices. We also launched an awareness campaign on sexual harassment in partnership with the Manitoba Status of Women Secretariat. Public reporting on sexual harassment, harassment and bullying, and other forms of misconduct has also been expanded. The reporting now includes data on complaints of sexual harassment, regardless of whether an investigation was required, and the outcomes for the allegations that were substantiated.

In 2018/19, I was honoured to be named as the Manitoba government's first Accessibility Champion and chairperson of the Manitoba Government's Steering Committee on Accessibility. Through these roles, our department led the development of the Manitoba Government Accessibility Plan and helped to support the Manitoba government in meeting its obligations under The Accessibility for Manitobans Act (AMA).

I am proud to share that, once again, the Manitoba government was recognized in 2018/19 with awards as one of Manitoba's Top Employers, one of Canada's Top Employers for Young People, and one of Canada's Best Diversity Employers. In 2018/19, we were also recognized with an Award of Excellence from the Canadian Race Relations Foundation for the Manitoba government's Diversity and Inclusion Strategy.

At the Commission, we remain committed to enhancing existing foundational values, ethics and guiding principles in building a highly effective, engaged and innovative public service. Our work continues to uphold principles of fair, meritorious, equitable, and diverse staffing practices, while advancing learning and development programming that empowers employees across government to grow their careers and maximize their potential.

Respectfully submitted,

*Original signed by*

Charlene Paquin  
Civil Service Commissioner



Office of the Civil Service Commissioner  
935-155 Carlton Street  
Winnipeg MB 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 2018 au 31 mars 2019.

La Commission a continué de mettre en avant les priorités du gouvernement par l'élaboration et la mise en œuvre continues de moyens de soutien, de services, de politiques et de programmes en matière de ressources humaines qui permettent aux ministères de transformer le travail et la culture au sein de notre fonction publique.

Dans le cadre de nos efforts visant à constituer une fonction publique très efficace, engagée et moderne, le ministère a commencé les travaux d'élaboration de la nouvelle loi sur la fonction publique. La nouvelle loi garantira des lieux de travail sécuritaires et sans harcèlement, dans lesquels les valeurs fondamentales telles que la déontologie, la transparence, la diversité et l'inclusion sont uniformément et régulièrement appliquées. La nouvelle loi sur la fonction publique favorisera également l'harmonisation au-delà des principaux ministères du gouvernement et dans l'ensemble de la fonction publique. En plus d'une surveillance accrue, elle intégrera une plus grande flexibilité qui permettra d'encourager l'innovation, le renouveau et la mobilisation. Notre fonction publique sera ainsi en mesure de continuer à attirer des professionnels qualifiés aux profils divers.

La Commission a assumé le rôle de leader dans la modernisation de notre fonction publique afin de mieux répondre aux besoins de la population du Manitoba et de veiller à ce que notre gouvernement puisse fournir de solides résultats dans les années à venir. En 2018-2019, nous avons commencé un projet visant à simplifier le système de classification du gouvernement du Manitoba afin de mieux appuyer une fonction publique moderne tout en garantissant que le travail que nous effectuons en tant que fonctionnaires se reflète fidèlement dans nos groupes d'emplois.

Tandis que nous nous concentrons sur l'amélioration des résultats, la Commission a mis en œuvre des mesures pour garantir la viabilité de nos services publics. Nous n'avons cessé d'aider et de conseiller les ministères pour qu'ils réalisent des gains d'efficacité tout en continuant de pourvoir des postes hautement prioritaires. La Commission a également fourni un soutien continu pour la négociation collective dans la fonction publique, dans un cadre réaliste et durable.

Notre ministère a maintenu son engagement en matière d'amélioration continue, d'innovation et de simplification par l'avancement de projets visant à réduire la bureaucratie, à améliorer l'efficacité des processus et des procédures, et à optimiser la prestation de services. Par exemple, nous avons lancé un projet qui simplifiera le processus de recrutement du gouvernement du Manitoba et réduira le temps nécessaire pour mener des concours d'emploi et pourvoir des postes vacants.

Nous avons optimisé l'environnement et le cadre déontologiques du gouvernement du Manitoba en modifiant la Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles). Les modifications apportées renforcent la protection des divulgateurs d'actes répréhensibles contre les représailles et élargissent automatiquement les protections prévues par la loi aux divisions scolaires, aux districts scolaires et aux municipalités qui choisissent d'y adhérer.

La Commission a également déployé des efforts continus en vue de garantir que tous les employés bénéficient de milieux de travail respectueux, inclusifs et positifs. Nous avons révisé la politique sur le milieu de travail respectueux du gouvernement du Manitoba en réponse aux commentaires des employés et aux conseils d'expert fournis par MLT Aikins lors de l'examen de nos politiques et pratiques. Nous avons également lancé une campagne de sensibilisation sur le harcèlement sexuel en partenariat avec le Secrétariat à la condition féminine du Manitoba. Les rapports publics sur le harcèlement sexuel, le harcèlement, l'intimidation et d'autres formes d'inconduite ont également été élargis. Ils comprennent désormais des données sur les plaintes de harcèlement sexuel, qu'une enquête ait été nécessaire ou non, ainsi que les résultats des allégations qui étaient fondées.

En 2018-2019, j'ai eu l'honneur d'être nommée première championne de l'accessibilité du gouvernement du Manitoba de même que présidente du Comité directeur de l'accessibilité du gouvernement du Manitoba. Par ces rôles, notre ministère a mené l'élaboration du Plan d'accessibilité du gouvernement du Manitoba et aidé le gouvernement du Manitoba à respecter ses obligations aux termes de la Loi sur l'accessibilité pour les Manitobains.

Je suis fière que le gouvernement du Manitoba ait une fois encore obtenu des prix de reconnaissance en 2018-2019 : il a été déclaré l'un des meilleurs employeurs du Manitoba, l'un des meilleurs employeurs de jeunes au Canada, et l'un des employeurs canadiens les plus soucieux de la diversité. En 2018-2019, la Stratégie de diversité et d'inclusion du gouvernement du Manitoba a également été récompensée par un Prix d'excellence de la Fondation canadienne des relations raciales.

Les membres de la Commission sont déterminés à renforcer les valeurs fondamentales existantes, la déontologie et les principes directeurs pour constituer une fonction publique très efficace, engagée et novatrice. Notre travail continue de défendre les principes de justice, de mérite, d'équité et de diversité quant aux pratiques de dotation, tout en favorisant l'apprentissage et les programmes de perfectionnement donnant aux employés de l'ensemble du gouvernement les moyens de faire progresser leur carrière et de maximiser leur potentiel.

Le tout respectueusement soumis.

*Original signed by*

Charlene Paquin  
Commissaire de la Fonction publique



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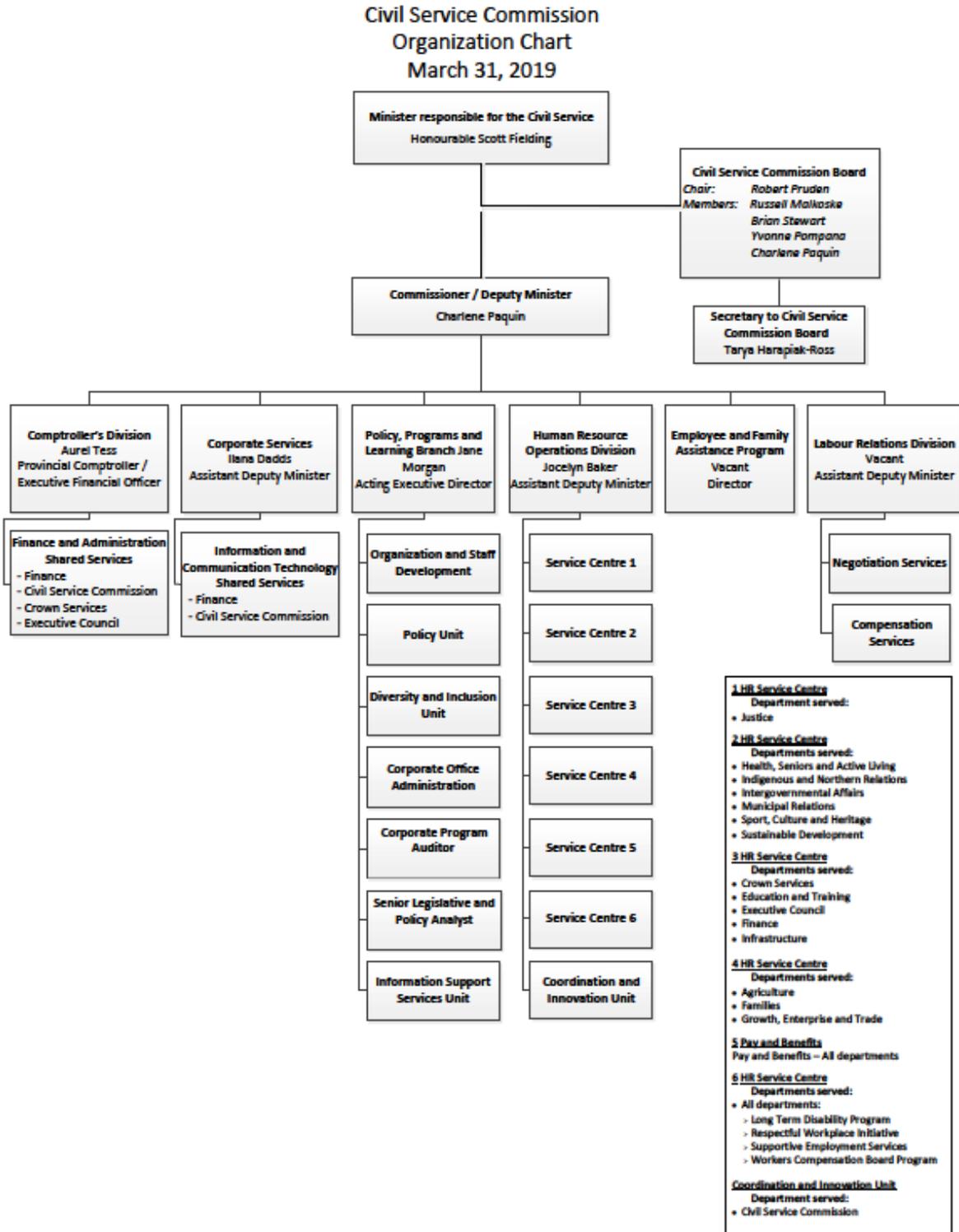
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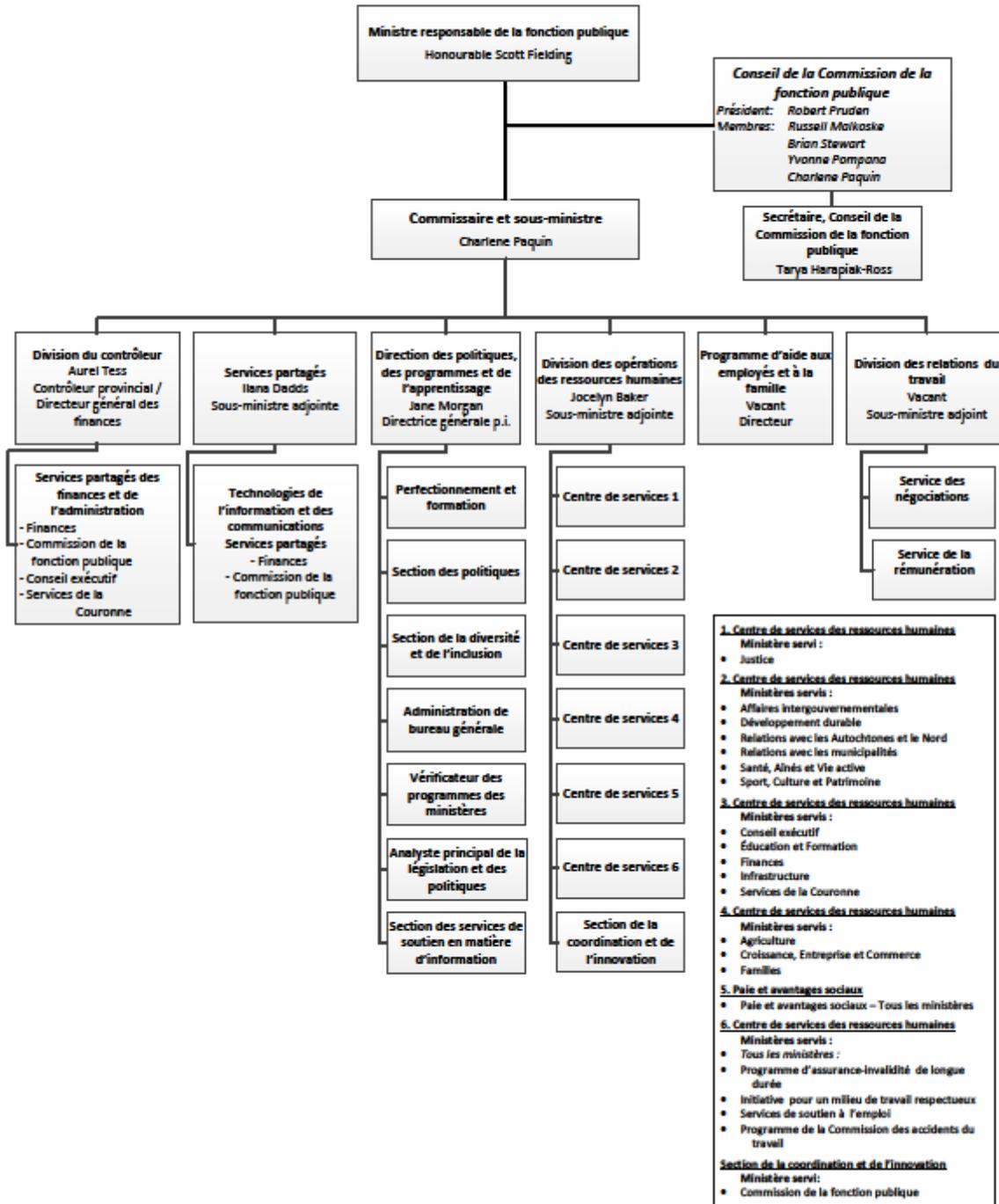
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# ORGANIZATION CHART



# ORGANIGRAMME

## Commission de la fonction publique du Manitoba Organigramme March 31, 2019



## **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, 2019. The report includes information at the main and sub-appropriation levels related to the commission's strategic objectives, results achieved, financial performance and variances. In addition, it provides a five-year historical table reflecting the commission's expenditures and staffing.

### **Role of the Civil Service Commission**

The Civil Service Commission is 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.

#### **Vision**

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

#### **Mission**

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

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

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

#### **Goals**

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

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

### **Governing Legislation**

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

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.

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 29.1.

The Civil Service Commission continues the legislative development, implementation and administrative roles for PIDA across the Manitoba government. On December 1, 2018, amendments to PIDA took effect that strengthen protection from reprisal for whistleblowers and extend protections under the legislation to school divisions, school districts and municipalities that choose to opt-in.

The commission works with departments to ensure they are meeting their obligation to communicate to employees annually about PIDA and the disclosure procedures. The commission further supports increased awareness about the protections provided under PIDA through a public website that includes procedures for managing disclosures within the Manitoba government, and information on the roles and responsibilities of employees, supervisors and designated officers under PIDA.

The following is a summary of disclosures received by the commission for fiscal year 2018/19:

<b>Information Required Annually (per Section 29.1 of PIDA)</b>	<b>Fiscal Year 2018/19</b>
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	<b>NIL</b>
The number of investigations commenced as a result of a disclosure. Subsection 29.1(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 29.1(2)(c)	<b>NIL</b>

## **Environmental Scan**

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

Employers continue to have difficulty recruiting to positions in trades, accounting, engineering and physical sciences, 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.

<b>Employee Type</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Regular, Term, Technical and Departmental	14,318	13,723	13,337	12,512
Casual	537	420	366	309
Contract	21	19	18	18
<b>Total</b>	<b>14,876</b>	<b>14,162</b>	<b>13,721</b>	<b>12,839</b>

<sup>1</sup> See definitions in Appendix A on page 50.

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

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

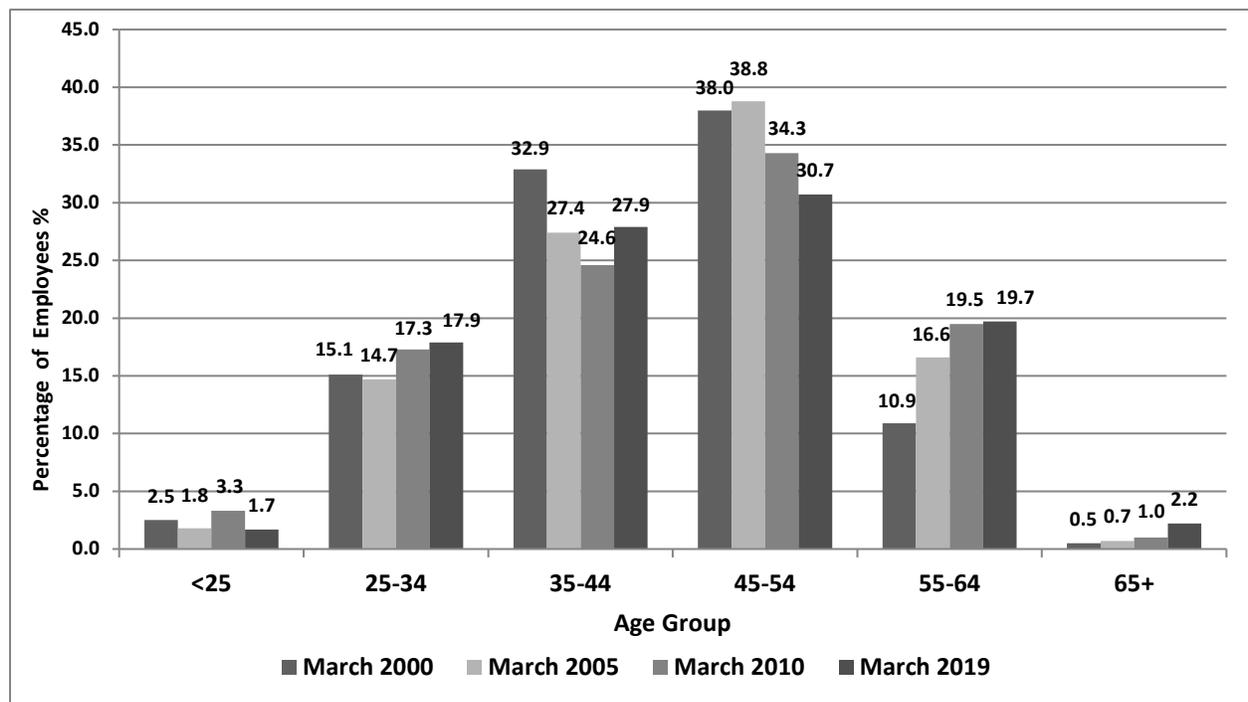
Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements. A breakdown of the total number of active employees by department is included in Appendix B on page 51.

### Age Demographics

As at March 31, 2019, the average age of all civil servants was 45.6 years, and that of senior managers was 52.5 years. Recent projections show that 22.6% 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, 43.5% of employees will be eligible to retire within five years, and 68.4% within 10 years.

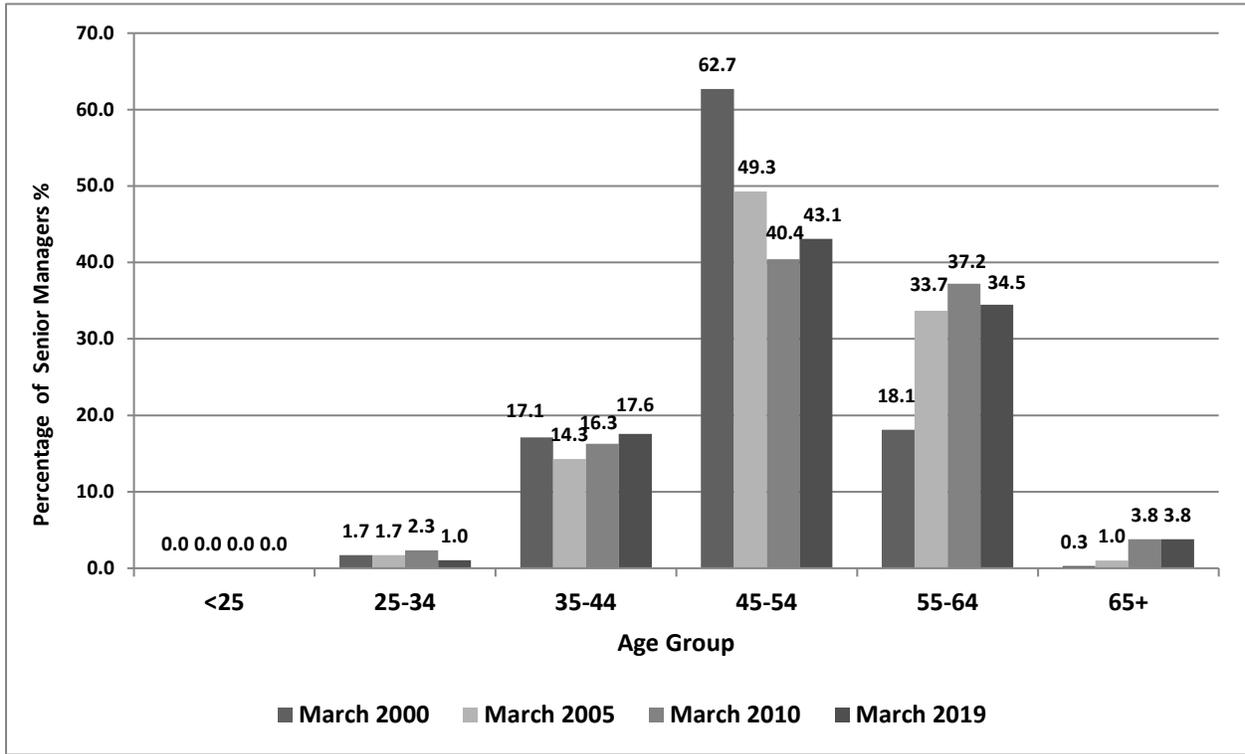
The following chart provides a breakdown of all active employees<sup>2</sup> by age group as at March 31, 2019, followed by a similar breakdown of senior managers.

**All employees**



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

## Senior managers

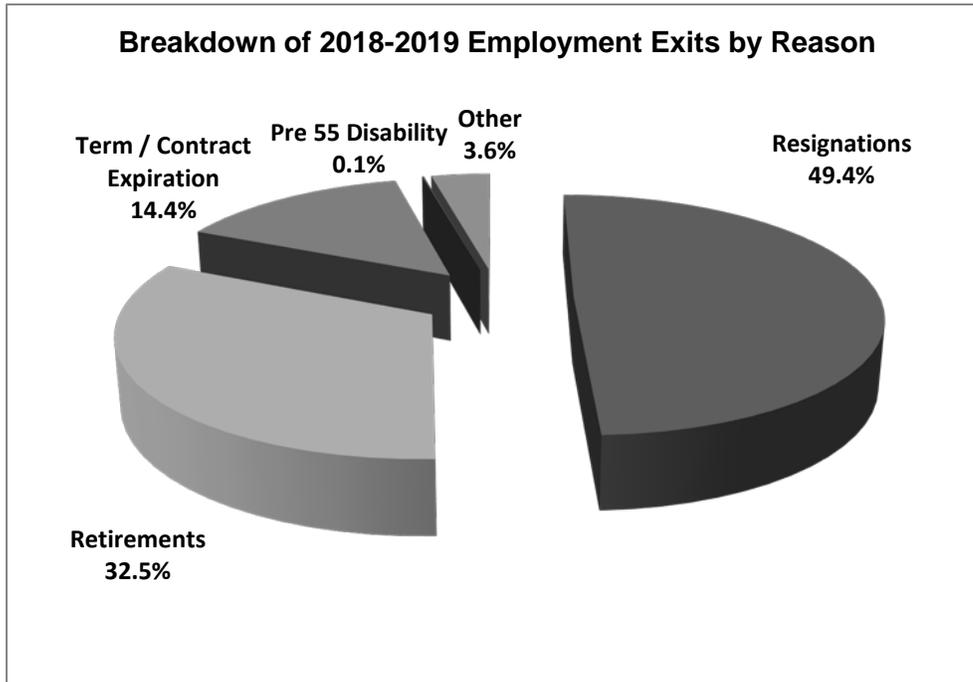


## Employee Turnover

The overall turnover rate<sup>3</sup> increased from 8.5% in 2017/18 to 9.3% in 2018/19.

Statistics also indicate that the average age at which civil servants retired during the 2018 calendar year was 61.2 years, which is slightly higher than the average of 60.9 in each of the three prior years.

Over the course of 2018/19, a total of 1,957<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 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).

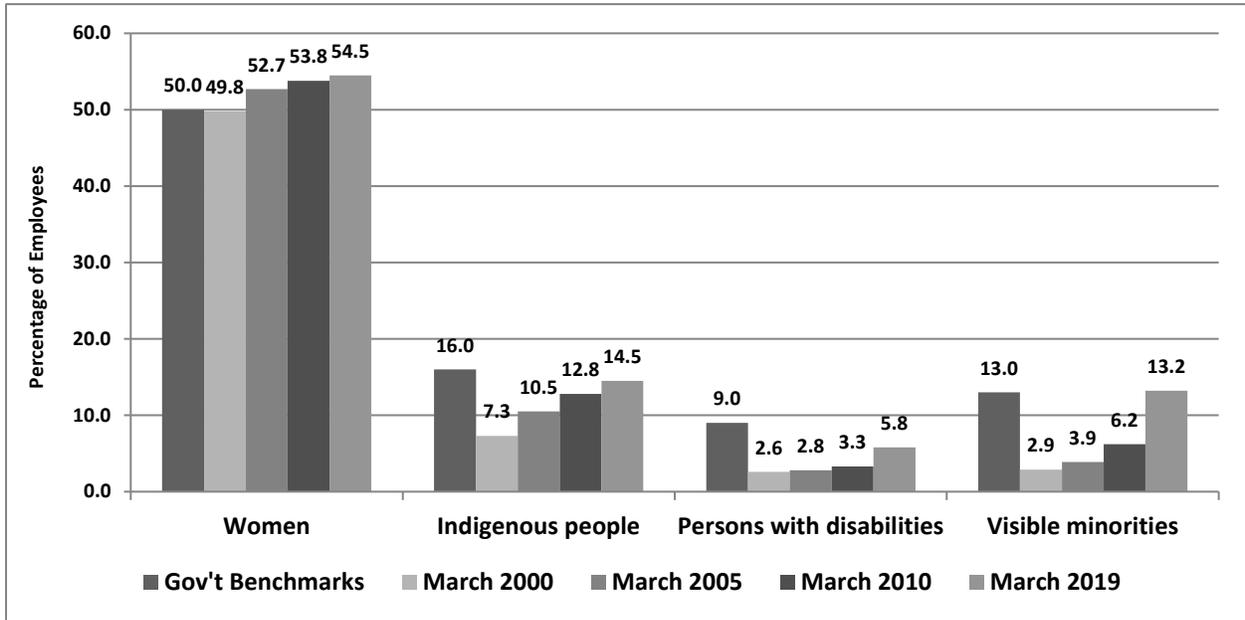
Employment equity is an important aspect of diversity efforts. The Employment Equity Policy identifies four groups for which specific representation benchmarks have been established:

- 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

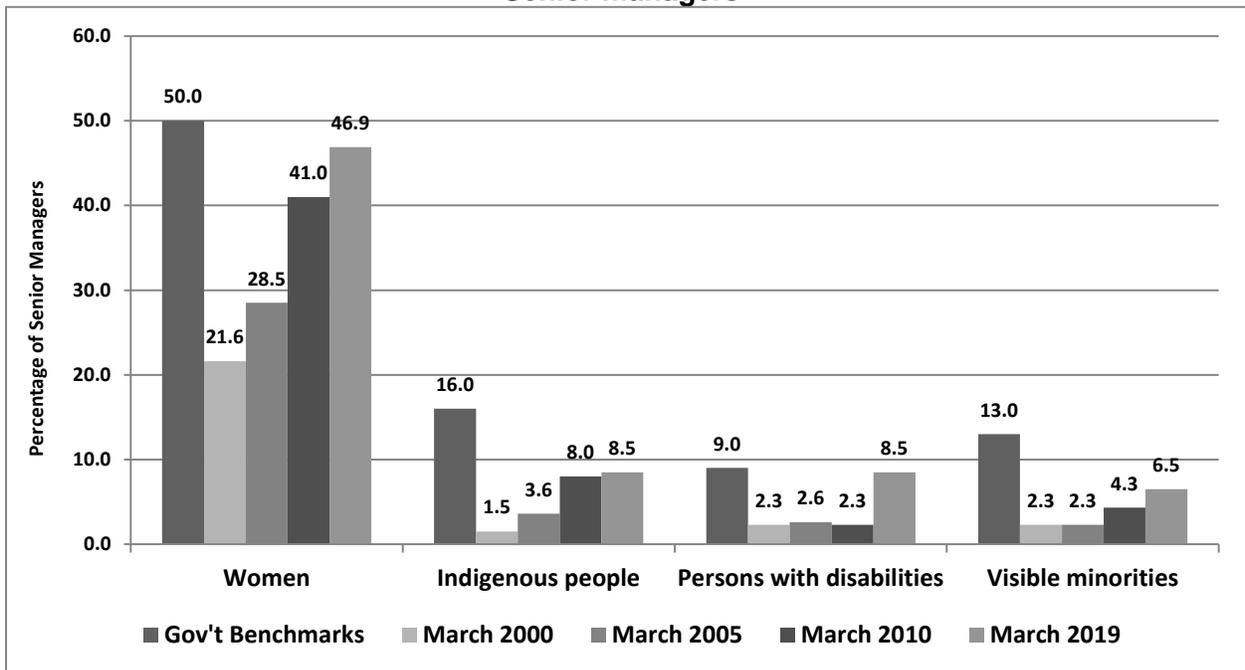
For information on 2018/19 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs table on page 33. Other activities supporting an inclusive, respectful work environment are noted under the Activities/Results of the Policy, Programs and Learning Branch on page 24.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2019.

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



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



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

<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, tel qu'il est indiqué dans le Budget des dépenses principal de la Province du Manitoba pour l'exercice terminé le 31 mars 2019. Il comprend des renseignements sur les objectifs stratégiques de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits. Il fournit également un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

### **Rôle de la Commission de la fonction publique**

La Commission de la fonction publique est 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.

#### **Vision**

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

#### **Mission**

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

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

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

#### **Objectifs**

Les politiques, programmes et services de la Commission visent :

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

### **Lois et règlements en vigueur**

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

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;
- sous réserve des dispositions de la Loi, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la Loi, une autre loi 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) [la « Loi »] 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, tel qu'il est prescrit par les règlements.

Conformément à la Loi, une divulgation est considérée comme telle si elle est faite de bonne foi par un employé qui aurait des motifs raisonnables de croire qu'il possède des renseignements pouvant démontrer qu'un acte répréhensible a été commis ou est sur le point de l'être, que la situation constitue ou non un acte répréhensible. Toutes les divulgations font l'objet d'un examen minutieux et approfondi visant à déterminer si des mesures s'imposent en application de la Loi. En outre, elles doivent être déclarées dans le rapport annuel du ministère conformément à l'article 29.1 de la Loi.

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la Loi et remplit les fonctions administratives qui y sont associées pour l'ensemble du gouvernement du Manitoba. Le 1<sup>er</sup> décembre 2018, les modifications à la Loi sont entrées en vigueur, renforçant la protection des divulgateurs d'actes répréhensibles contre les représailles et élargissant automatiquement les protections prévues par la loi aux divisions scolaires, aux districts scolaires et aux municipalités qui choisissent d'y adhérer.

La Commission travaille avec les ministères pour s'assurer qu'ils respectent leur obligation de communiquer avec les employés chaque année concernant la Loi et les procédures de divulgation. La Commission appuie en outre la sensibilisation accrue aux protections conférées par la Loi, notamment au moyen d'un site Web qui inclut des procédures de gestion des divulgations au sein du gouvernement du

Manitoba, et de l'information sur les rôles et responsabilités des employés, des superviseurs et des agents désignés en application de la Loi.

Voici un résumé des divulgations reçues par la Commission pendant l'exercice 2018-2019.

<b>Renseignements exigés annuellement (conformément à l'article 29.1 de la Loi)</b>	<b>Exercice 2018-2019</b>
Nombre de divulgations reçues, et nombre de divulgations auxquelles il a été donné suite et auxquelles il n'a pas été donné suite. Alinéa 29.1(2)a)	<b>Néant</b>
Nombre d'enquêtes ouvertes à la suite des divulgations. Alinéa 29.1(2)b)	<b>Néant</b>
Dans le cas où, à la suite d'une enquête, il est conclu qu'un acte répréhensible a été commis, la description de l'acte en question et les recommandations faites ou mesures correctives prises relativement à cet acte ou les motifs invoqués pour ne pas en prendre. Alinéa 29.1(2)c)	<b>Néant</b>

## **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, ce qui est une baisse par rapport à 2006 où il était de 38,1 ans. D'après Statistique Canada, l'âge médian au Canada était de 40,6 ans en date du 1<sup>er</sup> juillet 2016.

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.

<b>Type de poste</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Postes réguliers, temporaires, spéciaux et ministériels	14 318	13 723	13 337	12 512
Poste occasionnel	537	420	366	309
Postes contractuels	21	19	18	18
<b>Total</b>	<b>14 876</b>	<b>14 162</b>	<b>13 721</b>	<b>12 839</b>

<sup>7</sup> Voir les définitions à l'annexe A, à la page 50.

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

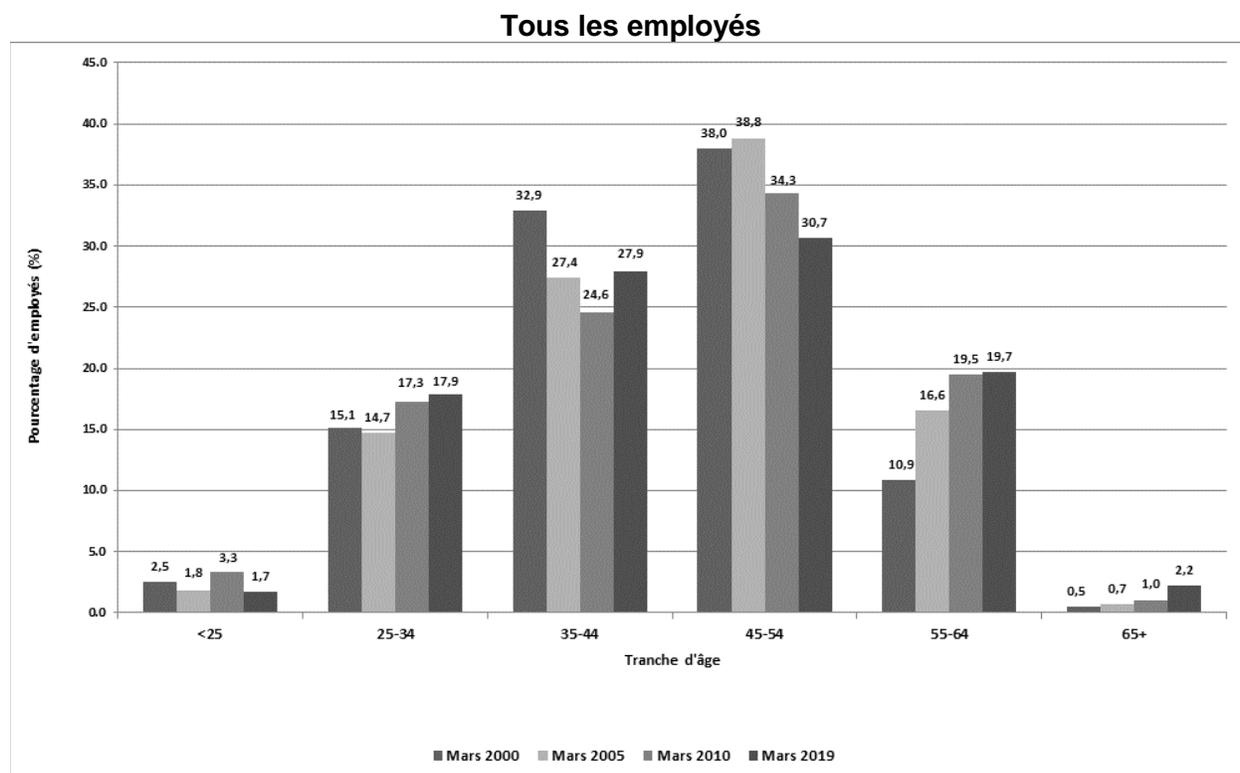
Ces statistiques n'englobent pas les employés des entités publiques (p. ex., enseignants, employés des offices régionaux de la santé) ni des sociétés d'État qui ne sont pas désignées en vertu de la Loi.

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 51.

## Répartition par âge

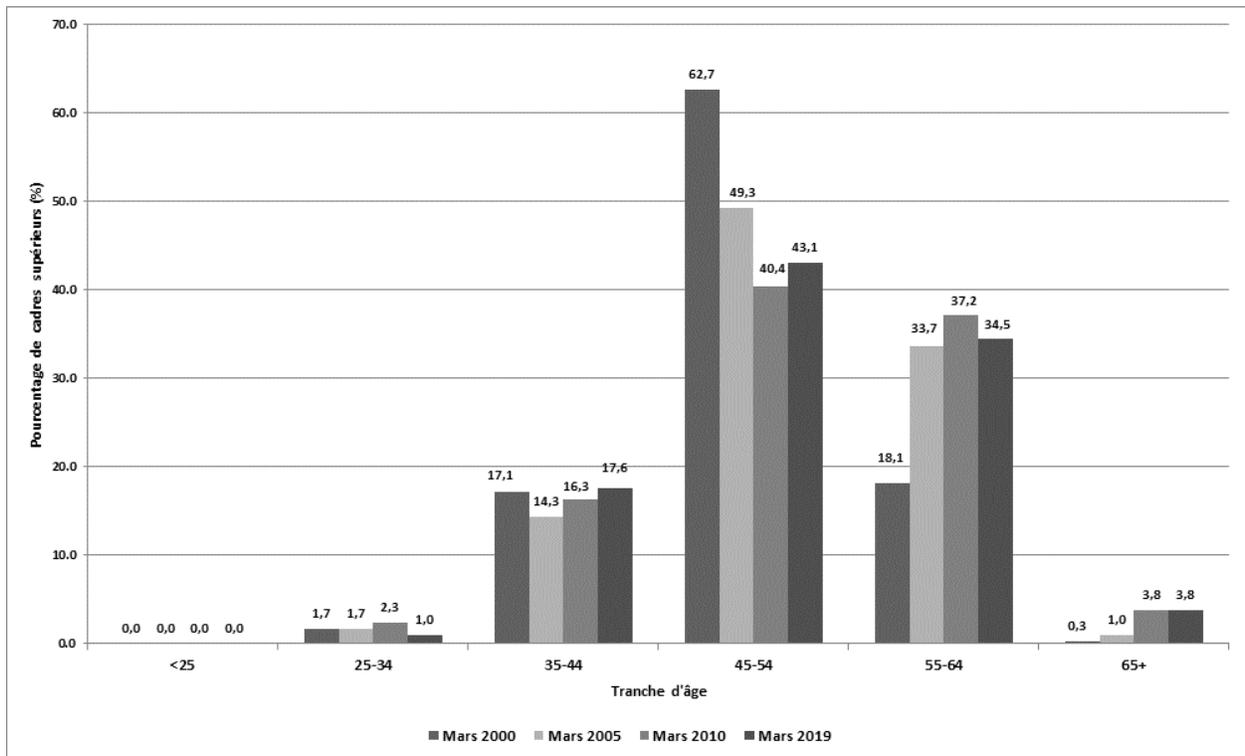
Au 31 mars 2019, l'âge moyen dans la fonction publique était de 45,6 ans, et celui des cadres supérieurs était de 52,5 ans. De récentes projections indiquent que le pourcentage de fonctionnaires<sup>8</sup> admissibles à la retraite sera de 22,6 % d'ici cinq ans et de 40,6 % d'ici dix ans. Pour les cadres supérieurs<sup>2</sup>, 43,5 % le seront d'ici cinq ans, et 68,4 %, 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 2019.



<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

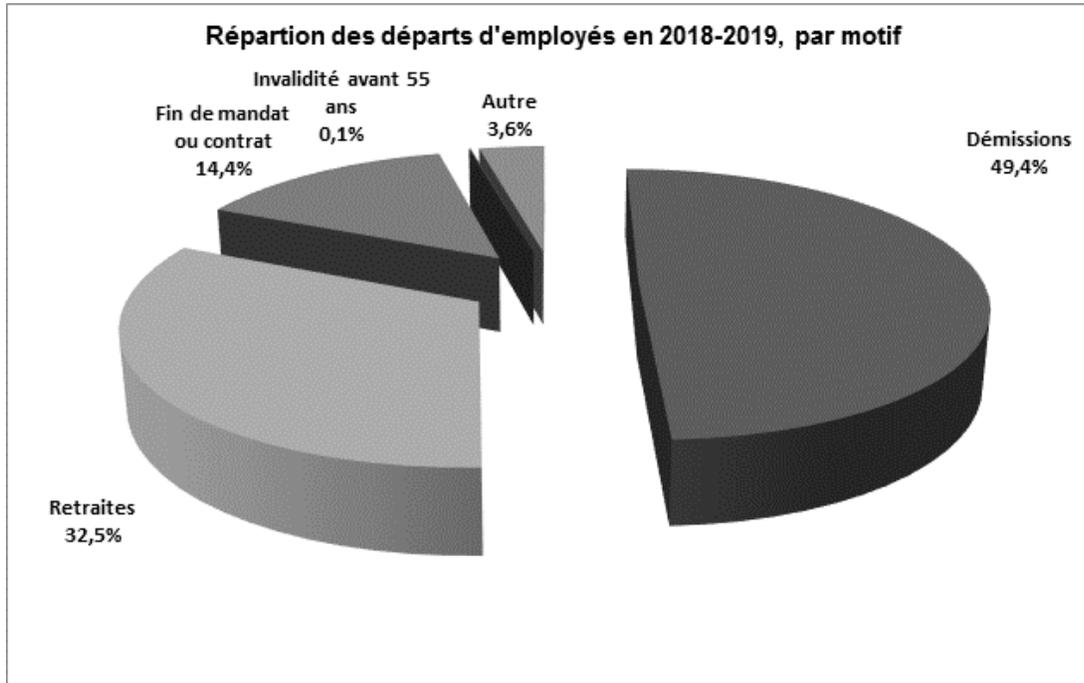


## Roulement du personnel

Le taux global de roulement<sup>9</sup> a augmenté. Il est passé de 8,5 % en 2017-2018 à 9,3 % en 2018-2019.

De plus, les statistiques indiquent que les employés de la fonction publique qui ont pris leur retraite en 2018 avaient en moyenne 61,2 ans, ce qui est légèrement supérieur à la moyenne d'âge de 60,9 ans observée au cours des trois dernières années.

Au cours de l'exercice 2018-2019, 1 957 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 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.

<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).

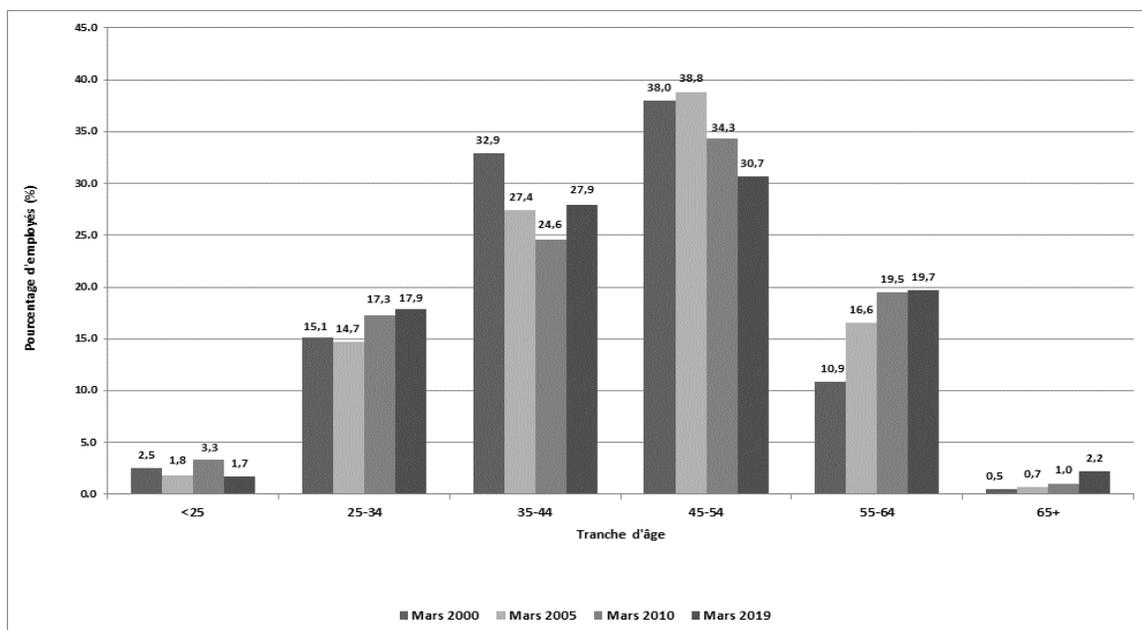
L'équité en matière d'emploi est un important aspect des efforts déployés pour la diversité. La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation repères ont été fixés :

- 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.

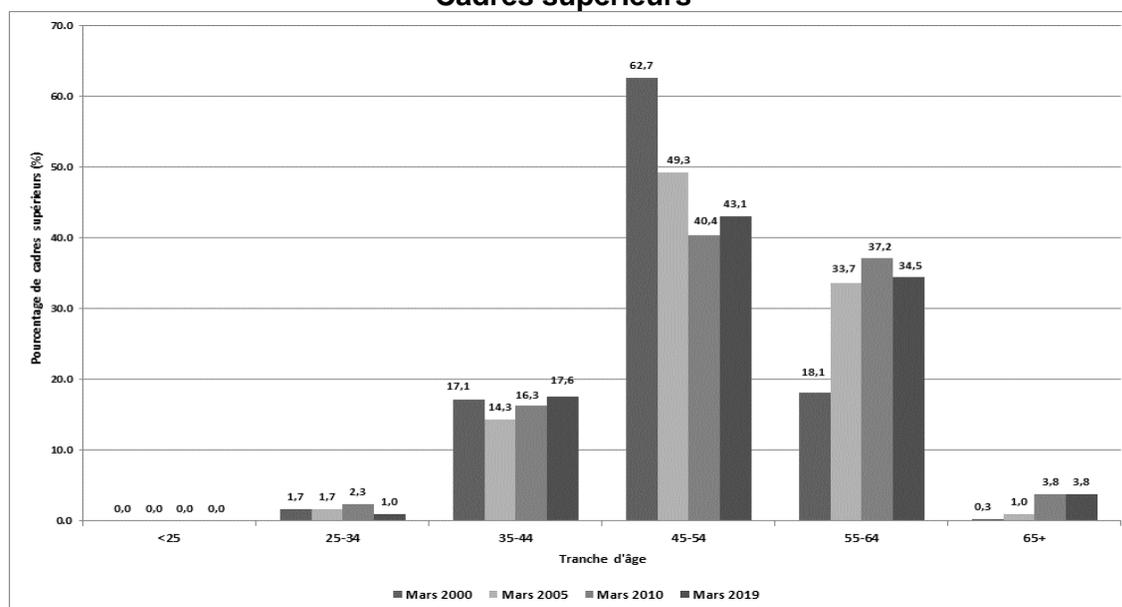
Pour obtenir plus de renseignements sur les programmes de recrutement et de perfectionnement professionnel de 2018-2019 liés à la diversité et à l'inclusion, consultez le tableau sur les programmes de stages, d'équité et de perfectionnement du personnel de la 33. D'autres activités liées à la diversité 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 24.

Les diagrammes suivants présentent les objectifs en matière d'équité, des données historiques et les taux de représentation au 31 mars 2019.

### Tous les employés<sup>11</sup>



### Cadres supérieurs<sup>12</sup>



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

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

## **CIVIL SERVICE COMMISSION BOARD**

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

### **Board Members**

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

The Secretary to the Civil Service Commission Board provides functional guidance and staff support for all board activities. The secretary manages the board’s quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

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

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

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

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

## Quasi-Judicial Appeal Function

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

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

The appeal function includes:

- classification appeals from excluded employees, bargaining unit employees and management
- selection appeals from excluded employees and bargaining unit employees following the selection grievance process
- disciplinary appeals from excluded employees following the grievance process
- appeals on alleged violations of the Act
- conflict of interest appeals from government employees
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial

## Board Activities 2018/19

During 2018/19, the board met on a regular basis to review matters and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2016/17	2017/18	2018/19
Submissions:			
Staffing Audit Report(s)	2	2	1
Diversity/Employment Equity Audit Report(s)	2	4	6
Progress Memos on Audit Recommendation(s)	4	-	-
Staffing Delegation	2	6	4
Human Resource Policy Approval	1	-	1
Other	1	6	2

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

Appeals	Fiscal Years		
	2016/17	2017/18	2018/19
Initiated	24	13	6
Carried over from previous year <sup>13</sup>	22	17	18
Withdrawn	21	7	8
Granted	4	1	1
Granted other than requested	-	-	-
Denied	4	4	2
Carried over to next fiscal year	17	18	12

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

Appeals by Type	Initiated 2018/19	Carried from 2017/18	Withdrawn	Granted	Granted Other	Denied	Carried to 2019/20
Classification	4	13	6	-	-	2	10
Selection	1	3	1	-	-	-	1
Conflict of Interest	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-
Administration	-	-	-	-	-	-	-
Over-Range	-	-	-	-	-	-	-
Dismissal	1	1	1	-	-	-	1
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-	-
Violation of the Act	-	1	-	1	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-	-
	<b>6</b>	<b>18</b>	<b>8</b>	<b>1</b>	<b>-</b>	<b>2</b>	<b>12</b>

<sup>13</sup> Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

## **EXECUTIVE SUPPORT**

### **Overview**

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 Labour Relations, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

### **Activities**

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

**1(a) EXECUTIVE SUPPORT**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2018/19 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2018/19 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	470	4.00	476	(6)	
Other Expenditures	75		62	13	
<b>Total Sub-appropriation</b>	<b>545</b>	<b>4.00</b>	<b>538</b>	<b>7</b>	

## **POLICY, PROGRAMS AND LEARNING**

### **Overview**

Policy, Programs and Learning develops and implements initiatives, policies, and programs that sustain and inspire the Manitoba public 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 respectful, diverse, inclusive and positive work environment.

### **Objectives**

The objectives of Policy, Programs and Learning are to:

- 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

### **Activities/Results**

- promote diversity to build representative, inclusive and engaging workplaces throughout government
  - conducted a survey of employee engagement, with results being reported in the first quarter of fiscal year 2019/20
  - launched *Supporting Transgender and Gender Diverse Manitobans; A Conversation*, a blended course consisting of an interactive online module and a discussion guide to support managers in engaging their teams to apply the learning; course developed by a cross-departmental design team and in collaboration with gender diverse employees and citizens
  - partnered with various employee network resource groups to deliver numerous learning events to celebrate and acknowledge days of significance, in promotion of diversity in the workplace
  - furthered the design and development of eLearning modules in response to Call to Action #57 of the Truth and Reconciliation Commission
  - facilitated the sharing of the online Active Offer of French Language Services courses with the Winnipeg Regional Health Authority, resulting in cost savings and greater partnership across the broader Manitoba public sector
  - in collaboration with the Francophone Affairs Secretariat, completed a project to facilitate improved identification and tracking of designated bilingual positions across government
  - worked with the Human Resource Operations division and client departments to engage in outreach activities throughout the province to promote careers in the Manitoba government



government employees

- participated on the interdepartmental working group for Regulatory Accountability
- implemented and revised the diversity and inclusion audit and reporting process
- audited and reviewed diversity and inclusion performance of six departments to reinforce departmental accountability for diversity and inclusion
- audited staffing practices of delegated organizations/departments to ensure compliance with delegation agreements and related activities
  - completed one audit of staffing practices of organizations/departments with delegated staffing authority
  - reviewed four applications for delegated staffing authority
  - delivered seven presentations related to staffing audits and delegated staffing authority
  - ongoing input and feedback provided to various special project teams
  - initiated work on a quality assurance assessment approach to the staffing function
- continued to support individuals in understanding their responsibility to create a positive, inclusive and respectful working environment while providing resources and supports to ensure awareness and understanding of the Manitoba government's respectful workplace policy:
  - launched government employee consultations to gain insight into employee experiences with sexual harassment in partnership with the Manitoba Status of Women
  - engaged an external expert to review Manitoba's respectful workplace policies and procedures and to make recommendations
  - revised and updated the Manitoba government's respectful workplace policy in response to the external review and updated related training curricula
  - launched a government-wide awareness campaign on sexual harassment in partnership with the Manitoba Status of Women Secretariat
  - 1,778 individuals completed online Respectful Workplace and Harassment Prevention training
  - 120 individuals completed Respectful Workplace and Harassment Prevention classroom training
- enhance the management and leadership capacity of government
  - completed a review of internship programs (Management Internship Program and Manitoba Diversity Internship Program)
  - developed a new two-year internship program called the Leaders in Training Program (LTP) to recruit and develop individuals interested in pursuing a leadership role in the public service, which will replace the existing Management Internship and Manitoba Diversity Internship

programs next year

- o provided facilitation support to departments undergoing strategic planning and realignment of programs to government transformation goals
- o conducted an intensive needs assessment to inform the content and format of comprehensive new leadership development programming to be launched in 2019/20

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

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2018/19 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2018/19 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	2,583	32.00	2,810	(227)	
Other Expenditures	929		1,216	(287)	
Less: Recoverable from other Appropriations	(983)		(1,456)	473	
<b>Total Sub-appropriation</b>	<b>2,529</b>	<b>32.00</b>	<b>2,570</b>	<b>(41)</b>	

## **HUMAN RESOURCE OPERATIONS**

### **Overview**

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

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

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

### **Objectives**

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

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

### **Activities/Results**

- implement and maintain a vision, mandate and values relating to the delivery of human resource services aligning with a whole-of-government perspective
- manage the recruitment and selection function
  - conducted outreach activities to attract applicants for specific job categories and for regional positions
  - conducted 848 competitions for which there were 31,254 applicants of which 4,553 were interviewed (for additional detail see Appendix D on page 55)
  - completed 1,220 appointments
  - provided information on the recruitment process and feedback to applicants
- ensure compliance with all Manitoba government policies and practices
  - conducted formal investigations<sup>14</sup> involving the establishment of an investigation team with representatives of human resources and management of the department

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<sup>14</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.

<b>Table 1 - 2018/19 Summary of Investigations<sup>15</sup></b>					
<b>Allegation Type</b>	<b>Number of Investigations</b>	<b>Number of Allegations<sup>16</sup></b>	<b>Number of Respondents<sup>17</sup></b>	<b>Number of Substantiated Allegations<sup>18</sup></b>	<b>Number of Unsubstantiated Allegations</b>
Sexual Harassment	22	28	38	19	9
Harassment / Bullying	116	178	163	84	94
Other forms of misconduct <sup>19</sup>	302	377	360	286	91
<b>Totals</b>	440	583	561	389	194

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

<b>Table 2 - 2018/19 Summary of Complaints related to Sexual Harassment</b>	
Number of Complaints <sup>20</sup> Received	23
Number of Investigations <sup>21</sup> Completed	22
Number of Substantiated Allegations <sup>22</sup>	19
Number of Unsubstantiated Allegations	9

<sup>15</sup> Investigations are conducted formally and involve the establishment of an investigation team with representatives from human resources and management of the department. The counts of investigations completed do not include any investigations in progress at the end of the fiscal year. Investigations in this summary also do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act.

<sup>16</sup> An investigation may involve more than one allegation and may also have overlap in the types of allegations.

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

<sup>18</sup> Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes.

<sup>19</sup> Other forms of misconduct may include, but not be limited to, behaviour such as attempted fraud, conflict of interest or other inappropriate conduct.

<sup>20</sup> Complaints may involve more than one allegation and may also have overlap in the types of allegations.

<sup>21</sup> Investigations are conducted formally and involve the establishment of an investigation team with representatives from human resources and management of the department. The counts of investigations completed do not include any investigations in progress at the end of the fiscal year.

<sup>22</sup> Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes (see Table 3).

<b>Table 3 - 2018/19 Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints</b>	
<b>Outcomes</b>	<b>Numbers</b>
Training / education <sup>23</sup>	8
Mediation <sup>24</sup>	2
Disciplinary action <sup>25</sup>	10
<b>Totals<sup>26</sup></b>	<b>20</b>

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

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<sup>23</sup> Training/education may be informal or formal and could include, but not be limited to, workshops, policy review, and other related follow-up.

<sup>24</sup> Mediation may be informal or formal and could include, but not be limited to, externally or internally facilitated processes.

<sup>25</sup> Disciplinary action may include a range of progressive, corrective actions, up to and including dismissal.

<sup>26</sup> Numbers may not align to those provided in Table 1 due to the possibility of multiple outcomes per substantiated allegation.

**1(c) HUMAN RESOURCE OPERATIONS**

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2018/19 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2018/19 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	13,308	193.50	13,819	(511)	
Other Expenditures	1,145		1,177	(32)	
Less: Recoverable from other Appropriations	(464)		(333)	(131)	
<b>Total Sub-appropriation</b>	<b>13,989</b>	<b>193.50</b>	<b>14,663</b>	<b>(674)</b>	<b>1</b>

***Explanation:***

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

## **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 public service, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

The Diversity and Inclusion Unit 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 Manitoba government
- increase leadership capacity in the Manitoba government
- 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 in 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
- continue partnerships with employee network resource groups to deliver learning events to government employees on topics related to diversity and inclusion

- Participation rates for ongoing programs are as follows:

<b>Internship, Equity and Employee Development Programs</b>	Total participants in the program <sup>27</sup>	Participants hired into government positions	Number of program participants in 2018/19 <sup>28</sup>
<b>Internship Programs</b>			
Management Internship Program	112	94	5
Manitoba Diversity Internship Program <sup>29</sup>	72	59	1
<b>Placement Programs</b>			
Career Gateway Program <sup>30</sup>	666	514	14
Placement Stream	389	237	10
Referral Stream	277	277	0
<b>Work Experience Program</b>			
Volunteers in Public Service Program <sup>31</sup>	106	45	8
Project SEARCH	75	31 <sup>32</sup>	11
<b>Employee Development Programs</b>			
Diversity Employee Development Program (DEDP) <sup>33</sup>	123	N/A	16

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 52.

<sup>27</sup> Represents current number of participants since program inception

<sup>28</sup> Includes participants continuing with the program during the fiscal year

<sup>29</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>30</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; also includes 53 participants who came through the Special Initiatives Stream, five of which were subsequently hired into government positions

<sup>31</sup> Excludes work experience placements for students of educational and training programs administered by MB4Youth

<sup>32</sup> Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by Manitoba Education and Training

<sup>33</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

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

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2018/19 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2018/19 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	667	40.50	1,289	(622)	
Other Expenditures	6		86	(80)	
Less: Recoverable from other Appropriations	(283)		(726)	443	
<b>Total Sub-appropriation</b>	<b>390</b>	<b>40.50</b>	<b>649</b>	<b>(259)</b>	

# EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

## Overview

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

## Objectives

Objectives of the EFAP are to:

- 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:

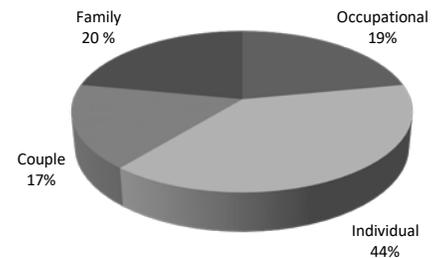
- provide counselling to employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work problems

In 2018/19, a total of 2,106 cases were dealt with by counsellors, an increase of 4 cases from the previous year

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

- provide specialized clinical services:

**Breakdown of new counselling cases by problem category**



	2018/19	
	Number of new cases	Number of employees involved
<b>Clinical Services</b>		
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	14	88
Trauma management (consultations, critical incident debriefing, individual counselling)	19	392
Sexual harassment (consultations, counselling, post-investigation debriefings)	0	0

- 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 2018/19:
  - continued to place added emphasis on employee outreach with seven EFAP information sessions held, attended by 179 employees
  - responded to requests for presentations on various topics, and provided 21 specialized sessions (e.g. sexual harassment, bullying, change transition) with 822 employees in attendance
- address requests from managers for advice:
  - conducted 464 consultations

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

In 2018/19, a total of 4,159 individual employees or their immediate family members received EFAP services.

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

Expenditures by Sub-appropriation	Actual 2018/19 \$(000s)	FTEs	Estimate 2018/19 \$(000s)	Variance Over/(Under) \$(000s)	Expl. No.
Salaries and Employee Benefits	739	8.00	762	(23)	
Other Expenditures	70		76	(6)	
Less: Recoverable from other Appropriations	(131)		(129)	(2)	
<b>Total Sub-appropriation</b>	<b>678</b>	<b>8.00</b>	<b>709</b>	<b>(31)</b>	

## LABOUR RELATIONS

### Overview

Labour Relations provides a complete range of labour relations and compensation services. This includes strategic labour relations advice and expertise to government, the negotiation of collective agreements, contract administration, classification and benefits administration, public sector compensation co-ordination, and research and consultative services. Labour Relations provides support within and outside the civil service. Services are provided in support of the Civil Service Commission, Treasury Board, government negotiators, human resource practitioners, department management and external public sector organizations.

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

### Objectives

The objectives of Labour Relations 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 employee and labour relations strategic advice to government

### Activities/Results

- represent the employer in collective agreement negotiation and administration for bargaining units including:
  - The Manitoba Government and General Employees' Union (MGEU) (Government Employees Master Agreement)
  - The Manitoba Association of Crown Attorneys (Manitoba Crown Attorneys Agreement)
  - The Legal Aid Lawyers' Association (Legal Aid Lawyers' Agreement)
  - The Manitoba Association of Government Engineers (Manitoba Professional Engineers Agreement)
  - MGEU (Child and Family Services Support Workers Agreement)
  - MGEU (Manitoba Housing Agreement)
  - International Union of Operating Engineers (IUOE) (Manitoba Housing Agreement)
  - Canadian Union of Public Employees (CUPE) (Child and Family Services Agreement)
  - MGEU (Addictions Foundation of Manitoba Agreement)
  - MGEU (Manitoba Agricultural Services Corporation – two agreements)
  - MGEU (Liquor and Gaming Authority of Manitoba Agreement)
  - MGEU (The Manitoba Centennial Centre Corporation Agreement)
  - International Alliance of Theatrical Stage Employees (IATSE) (Manitoba Centennial Centre Corporation Agreement)

<b>2018/19 Summary of Collective Agreement Negotiations</b>				
<b>Total Number of Collective Agreements</b>	<b>Negotiations Initiated in 2018/19</b>	<b>Negotiations Carried from 2017/18</b>	<b>Agreements Reached in 2018/19</b>	<b>Negotiations Carried to 2019/20</b>
14	11 <sup>34</sup>	1	1	12 <sup>35</sup>

- represent the employer in grievance handling and other tribunals, including Manitoba Labour Board, Manitoba Human Rights Commission, Civil Service Commission Board and labour arbitration proceedings:
  - Manitoba Labour Board – two cases
  - Manitoba Human Rights Commission – two cases
  - Labour Arbitration proceedings and binding mediation – four cases
  - Civil Service Commission Board Appeals – see Board Activities on page 20
  - Public Interest Disclosure Act – one disclosure
  - Grievances – 308 new grievances were opened and 240 closed
- provide employee and labour relations services and strategic advice to government, including human resource staff and management
- conduct workshops for human resource staff and management on various labour relations topics
  - eight workshops were delivered and approximately 453 people participated
- provide central administrative and negotiation services for government-wide benefits and insurance programs in accordance with collective agreements, legislation and human resource policies (ex. Civil Service Superannuation Plan, the Public Service Group Insurance Plan and the Teachers' Pension Plan).
- administer the government's job classification program, including the evaluation of all job classification requests:
  - 981 classification requests were received and evaluated in 2018/2019. The average time for Compensation Services to complete a review was 61 calendar days
  - modernize the classification system to better reflect the types of jobs in government. This project includes a review of the classification structure and job evaluation system
- provide public sector compensation co-ordination, research and consultative services:
  - maintain and expand compensation and benefits information management systems
  - provide support in the form of research and costing related to the negotiation of various collective agreements
  - implement pay schedules and benefits for all agreed to collective agreements
  - exchange information with a variety of local and national employers (ex. conducted six surveys and responded to 32 surveys from other employers)

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<sup>34</sup> For this summary, MGEU Corrections was included with Government Employees' Master Agreement.

<sup>35</sup> A retroactive agreement was reached and a new round of negotiations began in 2018/19.

- provide advice and guidance to government on emerging compensation issues including public sector executive compensation, benefits administration and public sector pension legislation and reforms

#### 1(f) LABOUR RELATIONS

<b>Expenditures by Sub-appropriation</b>	<b>Actual 2018/19 \$(000s)</b>	<b>FTEs</b>	<b>Estimate 2018/19 \$(000s)</b>	<b>Variance Over/(Under) \$(000s)</b>	<b>Expl. No.</b>
Salaries and Employee Benefits	2,374	21.00	2,091	283	
Other Expenditures	631		482	149	
<b>Total Sub-appropriation</b>	<b>3,005</b>	<b>21.00</b>	<b>2,573</b>	<b>432</b>	<b>1</b>

**Explanation:**

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

## **COMPTROLLER'S DIVISION AND CORPORATE SERVICES DIVISION**

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

### **Overview**

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

The Comptroller's Division, Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to Manitoba Finance, the Civil Service Commission, Crown Services 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 is committed to the principles and guidelines of Sustainable Development and works to incorporate them in department activities, programs and business practices.

The following activities continued throughout 2018/19:

The department continued to replace 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 participated in the Manitoba government's Print Reduction Project and is reducing the amount of paper waste by requiring employees to release print jobs at the printer. Other waste reduction efforts included the provision of recycling bins throughout the department's workplaces, promotion of the use of recycled paper in photocopiers and computer printers, and encouraging two-sided printing of documents as the user default setting.

Employees are encouraged to consider the environment before printing documents, and are also encouraged to use environmentally friendly and reusable dishware in the office. The department also continues to co-ordinate inter-departmentally to ensure that the costs for office materials and mail delivery services are shared between joint offices to realize efficiencies.

**FINANCIAL INFORMATION SECTION**

**Part A – Operating Expenditure**

**Civil Service Commission**

**RECONCILIATION STATEMENT**

<b>DETAILS</b>	<b>2018/19 ESTIMATES</b>
2018/19 MAIN ESTIMATES	21,702
<b>2018/19 ESTIMATE</b>	<b>21,702</b>

## Expenditure Summary by Sub-Appropriation

for the fiscal year ended March 31, 2019 with comparative figures for the previous fiscal year (\$000s)

Estimate 2018/19	Appropriation	Actual 2018/19	Actual 2017/18	Increase (Decrease)	Explanation Number
	17- 1 CIVIL SERVICE COMMISSION				
	(a) Executive Support				
476	Salaries and Employee Benefits	470	737	(267)	
62	Other Expenditures	75	57	18	
	(b) Policy, Programs and Learning				
2,810	Salaries and Employee Benefits	2,583	2,707	(124)	
1,216	Other Expenditures	929	1,056	(127)	
(1,456)	Less: Recoverable from other appropriations	(983)	(1,312)	329	
	(c) Human Resource Operations				
13,819	Salaries and Employee Benefits	13,308	13,584	(276)	
1,177	Other Expenditures	1,145	1,131	14	
(333)	Less: Recoverable from other appropriations	(464)	(200)	(264)	
	(d) Internship, Equity and Employee Development				
1,289	Salaries and Employee Benefits	667	614	53	
86	Other Expenditures	6	17	(11)	
(726)	Less: Recoverable from other appropriations	(283)	(365)	82	
	(e) Employee and Family Assistance Program				
762	Salaries and Employee Benefits	739	677	62	
76	Other Expenditures	70	65	5	
(129)	Less: Recoverable from other appropriations	(131)	(131)	-	
	(f) Labour Relations				
2,091	Salaries and Employee Benefits	2,374	2,026	348	
482	Other Expenditures	631	239	392	
21,702	Total Expenditures	21,136	20,902	234	

## Revenue Summary by Source

for the fiscal year ended March 31, 2019 with comparative figures for the previous fiscal year (\$000s)

Actual 2017/18	Actual 2018/19	Increase (Decrease)	Source	Actual 2018/19	Estimate 2018/19	Variance	Expl. No.
<b>OTHER REVENUE</b>							
19	19	-	Sundry*	19	21	(2)	
19	19	-	Subtotal	19	21	(2)	
<b>GOVERNMENT OF CANADA</b>							
0	0	-	Canada School of Public Service	0	5	(5)	
0	0	-	Subtotal	0	5	(5)	
19	19	-	Total	19	26	(7)	

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

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

for the fiscal years ended March 31, 2015 to March 31, 2019 \*

Main Appropriation		2014/15		2015/16		2016/17		2017/18		2018/19	
		FTEs	\$000s								
17- 1	Civil Service Commission	311.50	20,956	305.00	20,609	305.00	21,454	306.00	20,902	299.00	21,136
Total		311.50	20,956	305.00	20,609	305.00	21,454	306.00	20,902	299.00	21,136

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

## PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2018/19 reporting year. Since 2006, all Manitoba government departments have included a standardized Performance Measures section in their annual reports.

Performance indicators in departmental annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens. For more information on performance reporting and the Manitoba government, visit <https://www.gov.mb.ca/finance/publications/performance.html>.

### Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2018/19 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
The increase in the leadership capacity within the Manitoba government, by measuring participation in a number of major development initiatives	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 Manitoba government.	Total participants as of March 31, 2006:  Certificate in Public Sector Management Program (CPSM) – n/a <sup>36</sup>	Total participants as of March 31, 2019: 395  CPSM – 283 have completed the program.	Increases are anticipated for most indicators.	

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<sup>36</sup>This program was 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 2018/19 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>37</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>35</sup></p> <p>Enterprise Talent Management (ETM) – n/a<sup>35</sup></p>	<p>EOS – 187 have completed the entire certificate program, and there have been 5,889 individual course completions in the program components.</p> <p>OPCP – 250 have completed the program, which was replaced with the new Certificate in Public Sector Office Administration (CPSOA).</p> <p>CPSOA – 55 have completed the program.</p> <p>40 participants completed assessment and development discussions.</p>	<p>This program has been discontinued.</p> <p>This program has been discontinued.</p> <p>This program is no longer active.</p>	

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<sup>37</sup> These programs were introduced subsequent to March 31, 2006. Please refer to program details in Appendix C.

<b>What is being measured and using what indicator?</b>	<b>Why is it important to measure this?</b>	<b>Where are we starting from (baseline measurement)?</b>	<b>What is the 2018/19 result or most recent available data?</b>	<b>What is the trend over time?</b>	<b>Comments/ Recent Actions/ Report Links</b>
Employee engagement, which is the subject of an employee survey conducted approximately every two years	Employee engagement is critical to the Manitoba government's ability to achieve its priorities and improve outcomes for Manitobans.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%	<p>From the 2018 employee engagement survey, the engagement index for the Civil Service Commission was 59.6%.</p> <p>The majority of the department's scores were higher than the average for the Manitoba government.</p>	Overall employee engagement is slightly lower than in previous surveys, but remains higher than the Manitoba government average.	<p>The 2018 Employee Engagement Survey was conducted between November 13, 2018 and December 4, 2018.</p> <p>95.6% of all active department employees participated in the survey. This was the second highest response rate of all departments.</p>
Progress towards achieving the government's equity and diversity goals. The percentage of employees who indicate their department values diversity will be measured from the employee engagement survey	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee engagement survey: 65.0% of employees agreed that their department values diversity.	<p>From the 2018 employee engagement survey, 60.2% of employees agreed that their department values diversity.</p> <p>Also in the 2018 survey, 66.4% of employees agreed that they were treated respectfully at work.</p>	The 2018 scores declined from 2015, but remained higher than, or matched, the scores from the 2013 employee engagement survey.	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2018/19 result or most recent available data?	What is the trend over time?	Comments/ Recent Actions/ Report Links
<p>Provision of consulting and training services that meet the needs of individuals and organizations within the public service, by measuring the number of employees in the Manitoba government attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD)</p>	<p>Training services support good human resource practice, government-wide transformation initiatives, and the ability to harness our talent. Training services are demand-driven.</p> <p>The level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of Manitoba government employees.</p>	<p>Data for fiscal year 2005/2006:</p> <p>6,470 participants, including employees within the Manitoba government and external participants attended in-person training workshops or in-department development events delivered by OSD.</p> <p>The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with greater cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.</p>	<p>Data for fiscal year 2018/19:</p> <p>1,792 employees within the Manitoba government attended in-person training workshops or in-department development events delivered by OSD.</p> <p>There were 16,452 online course completions in 2018/19, as well as 686 participants in webinars and virtual workshops.</p>	<p>Workshop attendance is gradually decreasing in line with the strategic goal to increase the proportion of training delivered through eLearning modes.</p>	<p>The 2005/06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Indigenous people. The 2005/06 enrolment counts also include external participants.</p>

## APPENDICES

### Appendix A – Definitions

<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, executive directors, directors 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 31<sup>st</sup>**

	Fiscal Year		
	2016/17	2017/18	2018/19
Number of Civil Service Employees	14,162	13,721	12,839
<b>By Department for 2018/19</b>			
Department	As at March 31, 2019		
Offices of The Legislative Assembly	150		
Executive Council	36		
Agriculture	293		
Civil Service Commission	234		
Education and Training	744		
Families	1,882		
Finance	1,110		
Growth, Enterprise and Trade	427		
Health, Seniors and Active Living	1,220		
Indigenous and Northern Relations	56		
Infrastructure	1,425		
Justice	4,079		
Municipal Relations	216		
Sport, Culture and Heritage	153		
Sustainable Development	814		
<b>Total</b>	<b>12,839</b>		

## **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)**

Established in 1996, this program is designed to proactively recruit individuals with an interest in the public sector. The program provides an extensive orientation to government, classroom training and rotational work assignments through an 18-month internship. This accelerated learning path offers maximum exposure to government policy, program operations, administration and finance. Following successful completion, the interns are equipped to compete for professional or management-level career opportunities within the Manitoba government. This program has been reviewed and redesigned.

##### **Manitoba Diversity and Inclusion Program (MDIP)**

Established in 2013, this program is designed to proactively recruit individuals who self-declare as a person with a disability, an 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.

This program has been reviewed and redesigned along with the Management Internship Program.

Note: The Management Internship Program and the Manitoba Diversity Internship Program will be combined into a newly designed Leaders in Training program, which will be launched in the next fiscal year.

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

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

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

##### **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 a partnership between the Manitoba government, Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

### **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-declare as an Indigenous person, a visible minority, or a person with a disability.

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

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

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

This program started in 2005 and currently there are nearly 1,000 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 approximately 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 Manitoba government. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

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

VM Net connects its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. The network is open to all government employees. There are 252 registered members from across government departments. 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 Manitoba government, to support persons with disabilities with professional and personal career development and has approximately 230 members. It is also a resource for those in the Manitoba government who support the career development of their colleagues with a disability.

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

WAVE is an employee network formed to help foster understanding and inclusion of sexual orientation and gender identity diversity. Launched in May 2016, as part of a broader Safe Spaces Initiative, the network has approximately 130 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 government employees.

## **Learning Champions Network**

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

There are approximately 16 Learning Champions representing departments across government as of March 31, 2019.

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

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

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

### **Essentials of Management (EOM) Program**

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

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

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

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

## APPENDIX D – Competition Statistics

### Three Year Comparative Total

In 2018/19 there were a total of 848 competitions for positions within the civil service with a total of 31,256 applications for these positions, or an average of 37 applications per competition.

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

	Fiscal year ending March 31 <sup>st</sup>		
	2016/17	2017/18	2018/19
<b>Competition Totals</b>	<b>940</b>	<b>898</b>	<b>848</b>
Applications received:			
Internal	5,051	5,082	4,418
External	32,459	34,678	26,836
<b>Total</b>	<b>37,510</b>	<b>39,760</b>	<b>31,254</b>
Applicants interviewed:			
Internal	1,735	1,634	1,559
External	3,406	3,409	2,994
<b>Total</b>	<b>5,141</b>	<b>5,043</b>	<b>4,553</b>
Appointments:			
Internal	560	487	501
External	798	837	719
<b>Total</b>	<b>1,358</b>	<b>1,324</b>	<b>1,220</b>

Shown graphically as a percentage of the total:

