



## **2013 ANNUAL REPORT**

### **Organization & Staff Development Manitoba Civil Service Commission**

His Honour, the Honourable Philip S. Lee, C.M., O.M.  
Lieutenant Governor of Manitoba  
Room 235, Legislative Building  
Winnipeg, Manitoba  
R3C 0V8

May It Please Your Honour:

I am pleased to present the Nineteenth Annual Report of the Organization and Staff Development Agency for the fiscal year ended March 31, 2013.

Respectfully submitted,

Stan Struthers  
Minister Responsible for the Organization  
and Staff Development Agency  
Civil Service Commission



**Civil Service Commission**

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

Honourable Stan Struthers  
Minister Responsible for the Organization and Staff Development Agency  
Civil Service Commission  
103 Legislative Building  
Winnipeg, Manitoba  
R3C 0V8

Dear Minister:

I am pleased to submit, for your consideration, the 2013 Annual Report of the Organization and Staff Development (OSD) Special Operating Agency.

The report covers the period April 1, 2012 to March 31, 2013.

On March 31 2013, OSD ceased to operate as a Special Operating Agency (SOA) and became a branch of the Human Resource Operations Division of the Civil Service Commission (CSC). While OSD continues to operate on a cost-recovery basis, this governance change supports CSC's human resource realignment priorities, enabling OSD to be fully integrated with the other human resource functions. This integration further enhances OSD's role as a strategic partner in learning and development with all government departments. OSD continues to make a valuable contribution to the renewal of Manitoba's Civil Service by sustaining a government-wide Learning Policy, by orienting new employees to the core values and operations of the Manitoba government, and by supporting the skill development of the public service with programs such as Essentials of Supervision, the Art and Craft of Policy Making, the Certificate in Public Sector Management, the Certificate in Public Sector Office Administration, and a new Executive Leadership Development Program.

This will be the last annual report of OSD's SOA operation. In future years, OSD will be fully integrated with the CSC annual report.

Respectfully submitted,

Debra Woodgate  
Civil Service Commissioner  
Chair of the Organization and Staff Development Agency Advisory Board



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Monsieur Stan Struthers  
Ministre responsable de Perfectionnement et formation  
Commission de la fonction publique  
Palais législatif, bureau 103  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

J'ai le plaisir de vous présenter le rapport annuel de 2012 de Perfectionnement et formation, un organisme de service spécial.

Le rapport couvre la période du 1<sup>er</sup> avril 2011 au 31 mars 2012. Durant cette période, Perfectionnement et formation a continué de s'acquitter de ses obligations en tant qu'organisme autonome et d'atteindre ses objectifs en matière de services et de finances. En dépit des contraintes budgétaires qui ont continué à peser sur les ministères et qui ont réduit nos recettes, Perfectionnement et formation continue d'apporter une contribution importante au renouvellement de la fonction publique manitobaine en dirigeant la mise en œuvre d'une politique d'apprentissage à l'échelle du gouvernement, en présentant aux nouveaux employés les valeurs et les activités fondamentales de la fonction publique du Manitoba, et en appuyant le perfectionnement professionnel des fonctionnaires grâce à des programmes tels que *Essentials of Supervision* (principes fondamentaux de la supervision), *The Arts and Craft of Policy* (l'art de la politique publique), le certificat de gestion dans le secteur public, le certificat en administration de bureau du secteur public et la nouvelle série de programmes de perfectionnement professionnel pour les gestionnaires.

Perfectionnement et formation a actualisé le format de son rapport annuel afin de mieux mettre en évidence l'étendue du travail qu'il a accompli en offrant des possibilités d'apprentissage et de perfectionnement stratégiques et pertinentes.

Le tout respectueusement soumis,

La commissaire de la Commission de la fonction publique et  
présidente du conseil consultatif de Perfectionnement et formation,

Debra Woodgate

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## Director's Message

Since the introduction of our common training mandate in 2007, Organization and Staff Development (OSD) has been in a continuous process of change. We have integrated our operations more fully with the broader human resources function in government. We are drawing more and more on subject matter experts internal to government to support the design and delivery of training. We have increased the degree to which OSD workshops and programs are infused with content that is particular to the policies, practices and organizational culture of the Manitoba government. We have established processes for reviewing the effectiveness of our programs with a view to ensuring they remain current. We have worked to ensure that all of our programming supports learners in the transfer and application of learning. We have focused our business entirely on serving the development needs of the Manitoba government, with the exception of a fruitful partnership with our Manitoba-based colleagues in the federal government. Using the *Learning Policy* as our guide, we have sought to be a learning and development leader, providing opportunities for all employees to access relevant learning opportunities that meet both their own development goals and the needs of the organization.

One more significant change arrived late in 2012/13 when it was announced that OSD would no longer be a Special Operating Agency, but rather would operate as a branch of the Human Resource Operations Division of the Civil Service Commission. On the one hand, this change is a major one; but at the same time, it is the next logical step of the ongoing human resource realignment process and the transformation of OSD that has characterized the past six years.

Throughout all these changes, our primary focus has been to respond to the challenges of public service by evolving our suite of programs and services to best meet the needs of government. That is one thing that will not change.

This Annual Report will be the last that OSD will file on the basis of our Special Operating Agency status. In future years, our reporting will be fully integrated with the Annual Report of the Civil Service Commission.

Anna Schmidt  
Director and Chief Operating Officer

## Common Training Mandate

The Manitoba Civil Service Commission (CSC) is the independent and impartial body established by *The Civil Service Act* to oversee all human resource functions in government. Among the responsibilities of the CSC is the development of a sustainable workforce where people have the competence required to advance from the level of initial appointment through a reasonable career.

In 1970, the CSC formed Organization and Staff Development (OSD) to provide the training, consulting, and development opportunities that enable employees, individually and in groups, to deliver on the government's service commitments. In 1994, OSD became the third Special Operating Agency of the Manitoba government.

In 2007, OSD was mandated by the Deputy Minister Advisory Committee on Human Resources to provide common training, which is all training other than that which addresses a need particular to one occupation or one department.

Common training includes all training in support of civil service renewal, corporate human resource policies, leadership development and common skill requirements.

In addition to administering its own corporate workshops, OSD provides course development, registration, and course delivery services on a cost-recovery basis to other departments for workshops of a corporate nature.

On March 31, 2013, OSD formally ceased to operate as a Special Operating Agency and returned to its roots as a branch of the CSC.

## Goals

The primary goal for 2012/13 was to develop public servants for an effective public service.

OSD's objectives and action steps further support the direction of the CSC and the intention of the Deputy Minister Advisory Committee on Human Resources to improve human resource services by achieving the following goals and objectives:

- Action item #1: Develop a training plan framework and consulting process
- Action item #2: Sustain the *Learning Policy*
- Action item #3: Develop and deliver quality workshops and other programming
- Action item #4: Link programming to competencies
- Action item #5: Develop a marketing strategy that reflects a changing service model
- Action item #6: Develop a program evaluation strategy
- Action item #7: Develop customer service standards

## Accomplishments

### **Action item #1: Develop a training plan framework and consulting process:**

- developed and delivered a strategic planning and consulting process, which was piloted with select departments, and included strategic planning options for strategic training as well as tools and processes to assist departments in focusing training to meet strategic priorities
- conducted and submitted a strategic review and organizational assessment
- began to design a performance measurement framework to align departmental strategic objectives with training solutions and central government priorities
- collaborated with central partners at Treasury Board Secretariat (TBS) to ensure alignment in strategic planning with consulting and training services at OSD
- supported CSC with the development of a long-term human resource Training and Development Plan

### **Action item #2: Sustain the Learning Policy:**

- reviewed and updated the Learning Policy Toolkit
- integrated the *Learning Policy* with new initiatives in strategic planning and consulting as well as organizational management courses-in-development
- developed Learn @ Work Week in collaboration with Learning Champions

### **Action item #3: Develop and deliver quality workshops and other programming:**

- developed new workshops: Consulting Skills, Advanced Facilitation; continues to deliver Management Series
- started developing organizational management courses in collaboration with partners at TBS; started and prioritized three courses for ongoing development: Lean Management, Performance Management and Measurement, and Risk Management
- started designing on-line training modules: Understanding the Staffing Process, Community Engagement
- supported Comptrollership Change Management Initiative in the development of online training in Financial Management
- continued to prioritize delivery of training on high priority topics
- offered one intake of the Certificate in Public Sector Management (CPSM) in partnership with University of Manitoba Extended Education
- offered one intake of the Certificate in Public Sector Office Administration (CPSOA)

### **Action item #4: Link programming to competencies:**

- developed an executive leadership competency profile which formed the basis from which the Executive Leadership Development Program (ELDP) was designed and later launched

- established an ongoing process for reviewing workshop learning objectives, curriculums, and assignments to ensure that they reflect competency frameworks and support transfer and application of learning
- developed a competency framework for Policy Analysis work through research with inter-jurisdictional training departments and focus groups with Manitoba government policy leaders

**Action item #5: Develop a marketing strategy that reflects a changing service model:**

- investigated using SharePoint to support the OSD Learning Portal (website)
- piloted workshop delivery via videoconference
- promoted new opportunities for design, development and delivery of e-Learning including cost-recovery structure

**Action item #6: Develop a program evaluation strategy:**

- researched course evaluation methodologies
- began conceptual design work on a performance measurement framework that integrates with program evaluation

**Action item #7: Develop customer service standards:**

- enhanced customer service through implementation of improved administration
- completed Lean analysis of workshop business process to establish areas of improvement

## Highlights

### Meeting the needs of managers

The Management Breakfast Series was offered again in 2012/2013 to provide concise learning and networking sessions to assist managers to strengthen their own skills and to better prepare them for the demands of their responsibilities as leaders in the civil service. The series built on the success of the past year and included three sessions:

- The Neuroscience of Leadership: *How Learning about your Brain can Transform your Performance*
- Building Logic Models: *A logical approach to Strategic Planning*
- The Resilient Leader

A broad range of participants attended and they responded positively to both the content and the format of these short breakfast-time sessions. Based on this positive feedback, the series will continue for the upcoming year but will be renamed the Breakfast Speaker Series to open it to a wider audience.

### Developing Leaders

An Executive Leadership Development Program (ELDP) was designed to meet succession needs at the Assistant Deputy Minister (ADM) and Deputy Minister (DM) levels. The program incorporates successful components from previous corporate leadership development programs. Demographics demonstrate that more than half of ADMs and DMs are eligible to retire within the next five years.

The one-year pilot program began on March 5, 2013 and included 26 participants representing all departments. The focus of the curriculum is informal learning and relationship-/network-building through group learning sessions, sharing successful practices, competency-based self-assessments, coaching and mentoring, team projects created to improve service delivery, and a series of speakers offered throughout the year.

A program review at the conclusion of the pilot will ensure that best program practices continued and are implemented for the next offering in 2014. Results will also provide essential information for program development for leaders at all levels in the Manitoba government.

27 managers and professionals graduated from the fifth year of the Certificate in Public Sector Management (CPSM) offered by OSD in partnership with University of Manitoba Extended Education. This one-year 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.

In March 2013, 35 new participants were oriented to the program for the session beginning April 2013.

Year	Certificate in Public Sector Management (CPSM)	
	Participation	Completion
2012/13	35	27
2011/12	35	34
2010/11	30	25
2009/10	30	27
2008/09	27	26
<b>TOTAL</b>	157	139

The Women's Leadership Program did not operate in 2012/13

### Creating relevance

Employee development is an investment in the future. In order to ensure that investment reaps positive returns, it is important that training workshops and programs link back to the real demands of the workplace. OSD takes a multifaceted approach to ensuring that the learning is real:

- Course content is regularly reviewed and refreshed in consultation with subject matter experts. A review of the Essentials of Supervision modules was initiated to ensure that they were aligned with current Human Resource policy and practice.
- OSD looks to subject matter experts to provide instruction in courses where learners will benefit most from hearing stories of those who have “been there.” OSD gathered Expressions of Interest from Human Resource professionals in the Civil Service Commission and selected a group of individuals to be developed as trainers for corporate workshops. *The Art and Craft of Policy Making* continues to be taught exclusively by practicing Manitoba government policy leaders. A new course, *Working in Government: Values and Ethics in the Manitoba Civil Service*, was launched for open registration in the fall of 2012.
- Workshop assignments for certificate programs are designed to encourage participants to apply their learning to their real workplace challenges.
- In 2012/2013, 34 individuals were enrolled in the *Certificate in Public Sector Office Administration*, which focuses on the practical application of office administration skills in a government context.
- Program orientations for both the *Certificate in Public Sector Management* and the *Certificate in Public Sector Office Administration* were held to engage participants and

their direct supervisors in a discussion of ways that learning transfer can be supported in the workplace.

- All participants are encouraged to ensure that their workshop and program participation is reflected in a learning plan that links individual learning goals with the needs and priorities of the organization within which they work.

## **Success through partnership**

OSD is a small organization of 10 regular staff positions, augmented when possible by interns and special project secondments. The wide range of programming OSD is able to provide is possible only through ongoing partnership and collaboration.

- OSD partners with the CSC and with other government departments to deliver workshops of a corporate nature:
  - Manitoba Civil Service Corporate Orientation - online (CSC)
  - Strategic Staffing: Understanding the Recruitment Process (CSC)
  - Valuing Diversity in the Workplace (CSC)
  - Aboriginal People: Building Stronger Relationships (CSC)
  - Managing Under the Collective Agreement (Labour Relations Division, Finance)
  - Discipline and Grievance Handling (Labour Relations Division, Finance)
  - SAP training (Innovation, Energy and Mines)
  - Information Security Awareness (Innovation, Energy and Mines)
  - Safe Work and You (Family Services and Labour)
  - English at Work (Immigration and Multiculturalism)
  - Duty to Consult and Accommodate (Aboriginal and Northern Affairs)
  - Workplaces in Motion (Healthy Living, Seniors and Consumer Affairs)
  - Eat Smart, Meet Smart (Healthy Living, Seniors and Consumer Affairs)
  - Media Awareness (Culture, Heritage and Tourism)
- OSD works with 22 external training partners. These individuals and organizations are selected for their adult education skills and content expertise, and prequalified through a competitive process to provide workshop design and delivery, facilitation, organizational development consulting, and eLearning development to OSD clients.
- OSD maintains institutional partnerships with the University of Winnipeg, University of Manitoba, Red River College, and Assiniboine Community College. Through these partnerships, individuals who have completed OSD programs have the opportunity to incorporate that training into further learning and development at the post-secondary level. The Certificate in Public Sector Management takes the partnership a step further and is jointly delivered by the University of Manitoba Extended Education Division and OSD.
- In 2012/13, OSD continued to meet regularly with the Canada School of Public Service (CSPS) to explore ways in which the two public sector learning and development organizations could collaborate. OSD and CSPS collaborated with Communication Services Manitoba, Business Transformation and Technology, the Federal Council, and

the Extended Education department of the University of Manitoba to deliver a successful executive learning event on Social Media in the Public Sector.

- Through collaboration with CSPS and Manitoba French Language Services, OSD piloted “DVD Français,” a series of French language professional development events designed to give public servants an opportunity to practice their French speaking skills and network with other French speakers.
- The Director of OSD participates on an inter-jurisdictional working group which reports to the annual conference of the Public Service Commissioners. Manitoba continued in the lead role for this group in 2012/13. Through this opportunity to network with counterparts in other Canadian jurisdictions, OSD is able to draw on lessons learned from other governments’ innovations in executive leadership and career development.
- In 2012/13, a Senior Development Consultant was seconded from the Treasury Board Secretariat, Manitoba Finance, to develop an organization management curriculum as well as a performance management framework that supports common training in the Manitoba government.

### **Essentials of Supervision—Flexible scheduling**

- OSD’s most heavily subscribed program is Essentials of Supervision (EOS). This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff.
- Participants attend five 2-day modules of skill-based training offered several times each year, or they may attend the accelerated “Boot Camp” in one 5-day and one 3-day sessions.
- Participants may apply for the program at any time and require their supervisors’ approval to attend. There is no limit on the number of participants. Those who enroll in the certificate program complete assignments for each module. This enables them to acquire transferable credits toward a university diploma or certificate. Since the program was launched, 111 individuals have graduated with the formal certificate.
- Participants have the option of attending any or all of the modules without enrolling in the program. In 2012/13, 140 participants were formally enrolled in the program, with the remainder opting to participate only in specific modules.
- In some cases, departments have opted to have OSD deliver the program in-house to a group of supervisors.

## Measuring Performance

- Evaluation forms are provided at the end of all workshops. Participant feedback is compiled and used to support continuous improvement of programming.
- Large programs undergo formal review processes on a periodic basis.
- Evaluation of learner assignments helps to determine if the workshop is meeting its learning objectives.

### Open Registration Training

		Winnipeg Workshops	Rural Workshops	Total	Participants	Average Per Class
Open Registration training refers to workshops scheduled in the <i>OSD Guide to Learning and Development</i> .	2012/13	100	3	103	2,058	20
	2011/12	114	2	116	2,202	19
	2010/11	115	8	123	1,990	16
	2009/10	163	14	177	3,129	18
	2008/09	163	7	170	3,164	19
	2007/08	128	19	147	2,627	18
	2006/07	106	20	126	2,150	17

### Closed Registration Training

		Winnipeg Workshops	Rural Workshops	Total	Participants	Average Per Class
Closed Registration training is consulting, training or administrative services provided to specific service users and their organizations.	2012/13	94	34	128	2,307	18
	2011/12	126	26	152	2,654	17
	2010/11	117	25	142	n/a*	n/a*
	2009/10	185	44	229	3,711	16
	2008/09	270	77	347	4,705	14
	2007/08	291	43	334	5,062	15
	2006/07	453	104	557**	6,587	12

\* Data not available for 2010/11 due to transition in record-keeping processes for closed sessions.

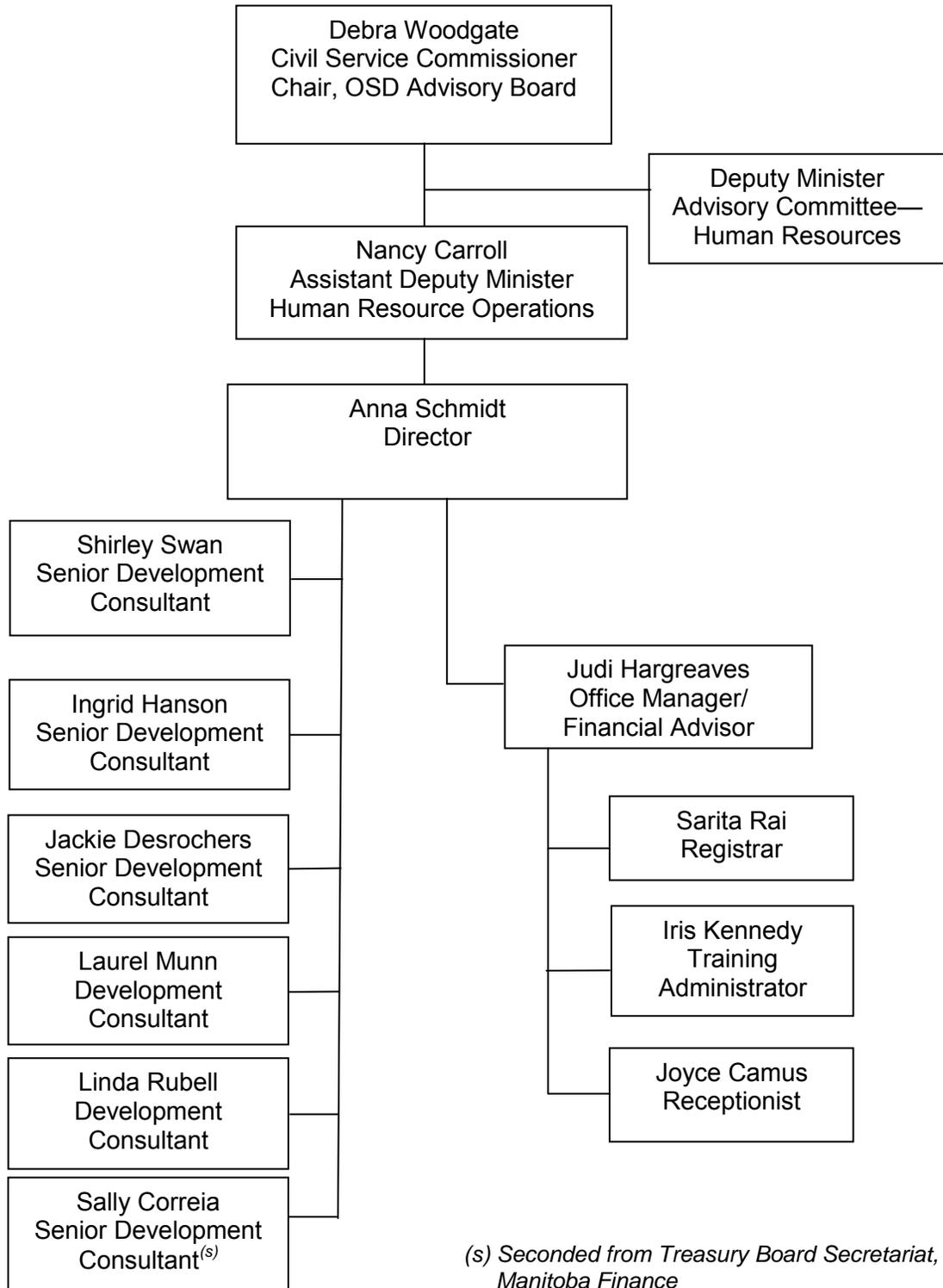
\*\* This number includes 172 Information Security Awareness sessions, and 70 Valuing Diversity in the Workplace workshops that were delivered during 2006/07 as special corporate initiatives.

## Revenue streams

	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
<b>CSC—Corporate</b>	524,700	454,700	477,480	309,700	309,700
<b>Departments or Special Operating Agencies</b>	1,520,588	1,445,159	1,636,000	1,221,834	1,152,739
<b>External Clients*</b>	178,145	127,144	84,561	93,930	60,835
<b>Total</b>	<b>2,223,433</b>	<b>2,027,003</b>	<b>2,198,041</b>	<b>1,625,464</b>	<b>1,523,274</b>

\*External clients include Government of Canada, Crown Corporations and Foundations.

## OSD Reporting Relationships as at March 31, 2013



*(s) Seconded from Treasury Board Secretariat,  
Manitoba Finance*