

That's Transformation

- success stories from changemakers like you.



Introduction



I am pleased to share the first progress report on Transforming the Manitoba Public Service. The strategy was launched on February 28, 2018 and this report is intended to share some of the many stories of transformation and innovation that have emerged over the past 18 months.

The Transformation Strategy was released as a response to the need for disruptive change within the Manitoba public service. The world had changed, with local, national, and international forces affecting our work as public servants. However, our culture was rigid, bureaucratic, and resistant to the change necessary to respond to complex issues in ways that had not been previously considered.

The Manitoba public service is full of smart, talented, and enthusiastic public servants. The Transformation Strategy provided them with permission to challenge the status quo – to think and work in new ways. It also defined a future state of our culture – one where the hidden talents of public servants would be engaged, where client services are designed with outcomes in mind, and where innovation is a practice that exists in every corner of Manitoba.

The public service rose to the challenge presented in the strategy. A tremendous amount of work has been completed within the past year and a half, through initiatives

led by the central agencies of government, through department-led efforts, and through ideas from the front line to transform the programs and services delivered to Manitobans. The strategy comprises two plans – one to transform our work, and the other to transform our culture. Embedded within these plans are six planks that are woven into the stories within this report:

Balanced Scorecards: create a system of cascading scorecards to measure progress and performance on priorities and keep the work of the public service focused on outcomes.

Report Progress on Outcomes: provide Manitobans with insight into how the Manitoba public service is advancing government priorities.

Simplify and Enhance Engagement: increase and improve our methods for engaging with the public, providing more opportunities for Manitobans to understand and provide feedback on government programs and services.

Focus on our Clients: redesign our programs and services through the eyes of our clients, and with a focus on advancing outcomes.

Harness our Talent: increase opportunities for career mobility and the growth of public servants across our system.

Foster Innovation: introduce a toolkit for innovation, and create the conditions necessary for innovation to become part of the daily work of public servants.

During this period, we launched a number of major initiatives that would lay the groundwork for future transformation efforts. These include modernization projects focused on procurement, our classification system, and the administration and finance functions of our organization. In addition, the introduction of a new Public Service Act legislated our shared principles,

cementing the foundation needed for the work that we do. Finally, a renewed focus on supporting a healthy and ethical workplace culture resulted in enhancements to Manitoba's Respectful Workplace and Sexual Harassment policies and the introduction of a new Code of Conduct to guide a values-based and ethical public service.

Every corner of the public service is engaging in transformation in unique ways. Some areas are focusing on strengthening their culture, others are introducing new innovation methodologies to solve longstanding challenges, and other areas are completely reimagining the way that public services are delivered. This report includes sixteen stories that are organized into four themes: Service Innovations, Investments in Public Servants, Modern Tools to Transform our Work, and Looking Forward.

Fred Meier
Clerk of the Executive Council
and Cabinet Secretary

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Service Innovations

Family Law Modernization

When we strive to transform the way we think and work, our approaches start to weave into the foundation of how we serve Manitobans. An exciting example of transformation in action involves Manitoba Justice’s Family Law Modernization (FLM) project, which is reimagining divorce and separation through the lens of the family.

In Manitoba, couples and families are heavily dependent on the courts if they wish to separate, get a divorce, settle child custody, seek spousal or child support, or deal with property matters. Our court-based system can be adversarial, complex, expensive, and slow. Manitoba is committed to putting families first by making family law more accessible, affordable, and collaborative for families and children, while reducing conflicts that negatively affect them.

KEY OUTCOMES

- **Improve access to justice**
 - **client-centred**
 - **service excellence, timeliness and convenience**
 - **improved value for money and affordability**
- **Lessen the social cost of conflict**

Manitoba Justice is using our Transformation Strategy as a blueprint to inform a collaborative method to improve the family law system. We are also using Design Thinking, Innovation Engineering, and LEAN Management to inform our approach. Innovative solutions are co-designed with and for the families who are or have been impacted by divorce or separation. We are gathering families’ experiences to understand what is working and where Manitobans are struggling. In addition, we are using the knowledge we gained from the International Association for Public Participation (IAP2) training throughout the public engagement process.

Recognizing that diversity is a key driver of innovation, the FLM team fully engaged with representatives from Francophone, Indigenous, and newcomer populations

“In some areas, modernization will transform our work. In other areas, we must dismantle and redesign what we do and how we do it.”

From *Transforming the Manitoba Public Service - A Strategy for Action*





to generate creative solutions. From there, we formed a collaboration table with diverse members from the public, private, and non-government sectors. Alignment and horizontal collaboration was improved through the implementation of a whole-of-government, cross-sectoral approach.

Rather than work from the inside out, Manitobans told the FLM team what it would look like when the team got family law right. In total, 250 ideas were collected, and the public's input is helping us to ensure that we are on the right path in the design and delivery of new and improved services.

The FLM team is focused on taking action over perfection. These actions are enhanced by prototyping and testing solutions before building them, to make sure they work for families. It is anticipated that our approach will reduce costs and greatly improve the likelihood of success.

Looking at this project through a variety of perspectives (e.g. customer, financial, internal, and employee learning and growth) ensures alignment with Cabinet's balanced scorecard, which is a system that aligns actions with priorities. Developing clear goals and outcomes will help the team evaluate, adjust, and report publicly on results, as well as support continuous improvement.

As the team moves forward, we will continue to use innovative approaches to problem solve, and transform people and processes. This is the foundation for modernizing family law. It will improve outcomes for Manitobans as they make key decisions about their lives and it will provide a healthy environment for their children as they move forward.



High Impact Innovation:



One of the country's leaders on innovation, sustainability, and finance, Eric Beynon, hosted a series of events for public servants to expand our innovation expertise.

Manitoba Scholarship and Bursary Initiative (MSBI) Online Student Portal

The process of applying for scholarships and bursaries in Manitoba is complex and fragmented, making it difficult and time consuming for students to access them. The process of screening awards is also administratively burdensome for institutions.

As a result, the full uptake of scholarships and bursaries has not been realized in Manitoba. This has resulted in many students seeking larger than necessary student loans, increasing the cost of education for everyone.

The MSBI Online Portal team took an innovative and transformational approach to solving this problem. First, in consultation with stakeholders, we developed an idea through an ideation workshop and validated the problem and solution. Second, in partnership with Red River College's (RRC) Applied Computer Education (ACE) Project Space, the team created a proof of concept using RRC's scholarships and bursaries.

The ACE Project Space is an interactive workspace where students, entrepreneurs, non-profit organizations, government and corporations collaborate to bring unique ideas to life. With the guidance of experienced staff and faculty, students of the Business Information Technology, Business Technology Management and Information Security programs work with industry clients to create prototypes, products and services that can be introduced to the market. This was the first partnership between RRC and the provincial government to develop and test an IT solution to solve a complex policy issue.

This project reflects the way Economic Development and Training is collaborating with stakeholders to advance innovation work and increase access to post-secondary education in Manitoba. It displays a service improvement: students no longer have to sort through many applications in a bureaucratic and confusing system, which created a barrier and disincentive to accessing services.

Education and Training

manitoba.ca > Education and Training > Manitoba Student Aid > Manitoba Scholarship and Bursary Initiative

Get Started

Manitoba Scholarship and Bursary Initiative

Funds Disbursed

Eligible Schools

The Manitoba Scholarship and Bursary Initiative

Did you know, in addition to the loans you can receive from Manitoba Student Aid, you may also be eligible for non-repayable scholarships, grants and/or bursaries from your school?

Through the Manitoba Scholarship and Bursary Initiative, the provincial government matches a lot of the private donations that schools get from donors at a 1 to 2 ratio (1 government dollar for every 2 private dollars donated).

This means that the provincial government gives out \$6.75 million to schools each year, who then match these dollars to make more than \$20 million available to students. Each school then divides this money up into different types of non-repayable scholarships, grants and/or bursaries. To find out what's available at your school, you need to contact them directly.

Once the MSBI Online Portal is live, students will find a simplified process with all of the information in one place, and they will only have to enter their information once. Users will also be able to access their customized dashboard to modify or add to an application at any time. The portal will reduce the administrative burden on post-secondary institutions, as the new application will assess student eligibility automatically.

Now that the pilot has proven successful, the team is exploring funding options to expand the portal into a multi-phased solution, where post-secondary institutions can also administer awards for their students.

During early prototype usability testing, when asked “On a scale of 1 to 5, with 1 being not at all, and 5 being definitely, what are the chances you’d share the MSBI Portal with your friends via social media or by other means?”

Anonymous graduate, answered:

“100! I would share it with all my friends to help them out. It would really spread!”



When asked for general thoughts on the concept, an anonymous student answered:

“This is great! You should advertise this app in high schools.”



AskHealth

AskHealth, a new system for health-related public inquiries, is an example of government using innovative processes to improve the lives of Manitobans.

In 2018, Health, Seniors and Active Living identified the need to improve how health-related public inquiries and patient concerns were being referred, tracked and addressed. Led by a LEAN Black Belt improvement facilitator, a project improvement team was pulled together that included front line staff from the department, as well as staff from the offices of the Minister, Deputy Minister (DM) and Assistant Deputy Minister (ADM).

The main issues identified by the team were an increasing number of inquiries and lack of an effective tracking system to ensure consistent and on-time responses. Response times were often over the two-week target, which left staff in the department, ADM and DM offices feeling frustrated with the backlog of overdue work. Additionally, Manitobans could make inquiries at multiple levels in the system. For example,

members of the public would inquire at the service provider level and at the ministerial level, resulting in inconsistent information from different responders. Without a tracking system, triage point or routing protocol, people would receive too much information in some cases, and not enough in others. The system also helped to ensure we were mitigating risks of personal health information breaches.

To tackle the improvement, the department, with the active participation of regional health authorities and service delivery organizations, undertook a team approach to develop a common solution. Meetings were held with all stakeholders, including administrative and executive staff in the department's branches, to improve routing and messaging.

The screenshot shows the top of a web page for Manitoba Health, Seniors and Active Living. At the top right, there are links for 'Printer Friendly', 'Français', 'Site Map', and 'Contact Government'. Below these is a search bar with the placeholder text 'Search for programs and online services' and a green 'SEARCH' button. A dark navigation bar contains the following menu items: 'RESIDENT AND ONLINE SERVICES', 'BUSINESS', 'GOVERNMENT', and 'VISITORS'. The main heading is 'Manitoba Health, Seniors and Active Living', with a breadcrumb trail 'Manitoba.ca > Manitoba Health, Seniors and Active Living'. Below this is the 'Ask Health' section, which includes the instruction: 'Please fill in the following form to send a message to the Department of Health, Seniors and Active Living in Manitoba, Canada.' A privacy notice follows: 'This information is being collected so Manitoba Health, Seniors and Active Living can respond to your enquiry. All personal information is protected under The Personal Health Information Act.' At the bottom of the form is a large text input area labeled 'Comment or Question'.

Central mailboxes were established, both internally with branches, and with service provider organizations, to receive inquiries. A centralized electronic system was created to improve the intake, routing and tracking of responses for all inquiries. Standardized responses were developed to improve messaging and shorten response time for topics of concern that had high volumes of public inquiry.

The AskHealth team meets daily in morning huddles to monitor metrics. They look at the number of daily requests, the on-time response rate and the number of overdue responses. They also use this time to discuss and test process improvement ideas. A network to communicate with regional health authorities and service providers was developed that enabled quicker connections on a case level and better cross-system collaboration on overall process improvement. The result was faster routing of issues to the appropriate area, faster investigation of public and patient concerns, and ultimately, faster responses to Manitobans.

Since the start of the LEAN improvement project, the AskHealth team has reduced response wait times from an average turnaround of twenty days to eight days, exceeding their original fourteen day target. Under the new system, ninety-five per cent of all inquiries meet the eight-day response time. In addition to faster responses, the new system is improving the way Manitobans receive a response to the inquiry by enabling them to identify the method of preferred communication (i.e. phone, email or letter), adding to the client-centred focus of the project.

Overall, both department and service delivery organization staff have been overwhelmingly supportive of the new system and it has opened the door for continuous quality improvement. Looking to the future, the department is working to expand the lessons learned to continue improvements in communication, routing and responses. The department is also looking into monitoring trends in public concerns and inquiries to inform policy development.

Stay tuned!



Transformation Speaker Series:



Heather Devine, the Behavioural Insights Lead for the Province of British Columbia, taught dozens of public servants about Behavioural Insights methodology. The public sector can use this tool to better understand the needs of Manitobans and design smarter public services.



Investments in Public Servants

Transformation Champions

How do we build a culture of innovation in the public service? To truly shift our culture, transformation needs to be embedded in everything we do. We need to become fluent in the language of innovation, and students of design thinking. Before the Transformation Strategy was announced, we knew we had to think of a way to inspire and communicate the vision and goals that were set out in a way that was accessible. Enter the Transformation Champions.

The Transformation Champions are a diverse group of public servants who were chosen by their deputies to be part of a network of changemakers. This network functions as a centrally led, but departmentally unique leadership group that is broadly responsible for building a culture of innovation in the public service. Every month, Champions meet to address challenges across

government, learn innovation tools, and share best practices with each other. To date, over 80 changemakers have been part of this initiative in just under a year.

We recently ran an activity called the “DNA of a Transformation Champion” to see what kind of character traits this group shared.

DNA OF A TRANSFORMATION CHAMPION



Every department has representation, and the hope is for each Champion to spark innovation and engage others to transform our culture and the way that we work. Champions create meaningful action by inviting their peers to meetings, leading culture change in their departments, and sharing tools, knowledge and resources with colleagues and leadership. Having an engaged, creative, interdepartmental group of public servants to collaborate on whole-of-government issues has been an invaluable driver for change.

Here are some of the exciting things our Champions have been doing:

Transformation Tuesdays: every week, the Champions receive an update with upcoming workshops, engagement opportunities, and interesting articles to read and share with their colleagues to spark interest.

Interdepartmental projects: the team often meets to pool their talents and put their innovation skills to use on whole-of-government initiatives like Idea Fund submissions, digital government, and employee engagement.

Tool Testing: the group tests out new methodologies and resources, such as idea generation techniques like Osborn’s Checklist, Six Hats, and Crazy Eights. They provide important feedback so that these tools can be adjusted for broader public sector application.

Problem Solving: Champions get public service challenges to address, like improving communications, and are able to come up with quick feedback and solutions by forming a diverse focus group.

The Champions have a new home on MBGPS where they post opinion pieces, presentations and resources from the monthly meetings. Anyone who has a bright idea for change, or wants to attend a meeting or get involved can look up their nearest Champion and get connected. If we are going to respond to the new challenges that our public service faces today, transformation and innovation is the way forward.



“Front line workers have the chance to be involved, a way for their ideas to be heard. As Champs, we can provide the guidance and tools for their ideas to succeed. One particular workshop on Innovation Engineering changed a co-worker’s whole outlook on their own creative powers”.

Scott E., Transformation Champion



“We accomplished a lot this past year on engagement, skill development, co-design, innovation, and collaboration across departments and different sectors. I feel like I am able to push the boundaries and take risks to achieve better outcomes for Manitobans”.

Leita K., Transformation Champion

Secondments

In the spring of 2018, the Clerk of the Executive Council announced the Central Agency Recruitment Initiative, which is an exciting opportunity for employees to gain whole-of-government experience. The initiative is an internal secondment program that places select public servants on one-year secondments within the central agencies of government, such as the Civil Service Commission, Treasury Board Secretariat and Executive Council.

With their unique talents and perspectives, the secondees support government-wide priorities and leading initiatives. In return, the opportunity allows them to enhance and develop new skills, knowledge and abilities. For example, some of the secondees from the first round of the pilot project enhanced their leadership skills in areas such as project management, strategic thinking, policy development, and political acumen. Some of the exciting projects that secondees assisted with include:

- **the General Manual of Administration (GMA)**
- **the Classification Modernization Project**
- **implementing actions towards the Transformation Strategy**

After the secondments, the secondees take their learnings, knowledge, and developed skills back into departments.

For some, the enhanced skills and abilities allow them to seek opportunities in new roles where they can capitalize on their strengths.

The secondment opportunity is a positive and enriching experience for the secondees. Being immersed in central services strengthens the secondees' knowledge and understanding of the processes that occur in the core of government. Not only do they learn about core processes, but being at the centre of government allows secondees to heighten their outlook on a whole-of-government perspective – how departments and programs interconnect and how they rely on each other to function optimally. The momentum of this program is ongoing as more opportunities continue to open up to the public service.

“Working on the GMA Modernization Project provided me a better comprehension of the relevance and impact of government policies and how central government operates. It assisted in developing my skills in research and analysis and enhanced my understanding of government’s financial administration and processes.”

Lila D. V., secondee



Executive Leadership Program

In the 2018 Employee Engagement Survey, leadership was identified as one of the most important elements that needed to be improved to help employees feel more engaged at work. While we have excellent training opportunities to develop management skills, it had been a number of years since Manitoba had invested in leadership training. To complement the broad range of training that public servants can access using the Learning Fund, beginning in summer 2019, Manitoba's Deputy Ministers and Assistant Deputy Ministers were enrolled in an executive leadership program.

Approximately 85 senior public servants are enrolled in the program, which takes about six months to complete. The delivery is divided into three modules – Strategic Leadership, Results Leadership, and Executive Leadership – which are designed to teach executive leaders:

- innovative ways to deliver public services, lead organizational transformation, and engage stakeholders
- advanced strategic thinking and communication skills
- cutting-edge strategic and operational management methods to achieve organizational results
- relevant methods of leadership to achieve personal and team performance
- increased business acumen

The Manitoba public service is in the midst of tremendous transformation and it needs strong, consistent, and capable leadership to foster a shared vision and support its execution. This executive leadership training program is a key initiative that will help to facilitate this change in every part of the public service.



FEEDBACK FROM USERS:

"This is the best leadership training I've had in 25 years!"

"I left the class with concrete plans for how I will begin to implement my learning into my work. This is rare in my experience."

"Greatly appreciated the opportunity to participate. Both days were valuable and provided much to reflect and act on."

"It was great to network with leaders from across government."

The Learning Fund

How do we develop a better public service for all Manitobans in a time of shifting demographics and new technologies?

A key component of adapting to these rapidly changing conditions involves internal capacity building. In spring 2019, the Manitoba public service took a major step forward in supporting continuous learning and mobilizing our talent with the launch of the Learning Fund. The initiative is a direct response to the identified need for tailored, flexible learning and training options to enhance the talents of our public servants.

Modelled after the Idea Fund, the Learning Fund is a pilot initiative that supports specialized and innovative professional development opportunities for Manitoba government employees. This \$2 million fund offers employees (in groups or as individuals) funding towards training undertaken in the 2019-20 fiscal year. This allowed some employees to participate in training programs that were not previously available to them.



“As a new public servant, I have been fortunate to work with colleagues who aren’t afraid to ask, “how can we do this better?” This has been key to my professional development – I have been able to learn the language of government in a supportive environment and simultaneously learn the language of transformation through courses supported by the Learning Fund.”

Larissa K., Learning Fund recipient



This innovative approach to training puts ownership back in the hands of learners to plot their own course. The first intake of the Learning Fund launched on May 7, 2019 and, in the first month, employees submitted approximately 500 applications for an impressive range of courses, workshops, conferences and online learning resources. The first intake (individual and group applications combined) totalled over \$1 million in approved applications, with new applications still under review. This has opened the door for employees to participate in engaging and dynamic learning events.

Some of the exciting opportunities pursued through approved applications include:

- **specialized courses in human resources, data analytics, management, Indigenous education, finance, information technology, and scientific and technical specializations**
- **training in LEAN Management, User Experience (UX) and Human-Centred Design**
- **conferences and symposiums related to social services, law enforcement, technical professions, and health and safety**
- **digital skills development, such as advanced Excel, Power BI (business analytics) and other computer applications, including training in Geographic Information Systems (GIS)**
- **training in Innovation Engineering with inVision Edge, learning to scope problems and communicate them effectively, generating ideas that link directly to the problem and presenting solutions to leadership**

One of the major triumphs of the Learning Fund was sending 359 Manitoba government employees from across the province to the Institute of Public Administration of Canada (IPAC) National Conference, held in Winnipeg in August 2019.

The theme of the conference was Public Sector Transformation: Action and Meaningful Change. Its sub-themes of Digital Government, Innovation and Disruption, and Reconciliation in Action resonated meaningfully with our Transformation Strategy and the goals of the Learning Fund, helping to unleash creativity and broaden horizons for culture change. Having a critical mass of Manitoba public servants attend a once-in-a-decade national public administration conference would not have been possible without the Learning Fund. The event has generated an incredible amount of momentum, with public servants sharing their newfound knowledge with colleagues, and implementing cutting-edge tools and methodologies to inform their projects.

The Learning Fund will continue to accept applications until the full \$2 million has been allocated. The opportunity for public servants to explore specialized and innovative professional development continues as we explore and expand the rich and diverse talents of our employees.



“I believe leaders are not born. They are made. Every leader is unique. However, all leaders must know the ‘why’ behind their work. The Learning Fund has given me that opportunity to take leadership development courses to find my inner motivation to be a better leader.”

Aminul H., Learning Fund recipient

Coaching Leaders to Support a Culture of Innovation

Leaders play a crucial role in supporting an organization’s journey towards a culture of innovation. If innovation is new to staff, they may be apprehensive at first to suggest new ways to get the job done. Staff need to feel safe when innovating, they need to trust their leaders, and they need to trust that if they try a new approach in good faith, they will be supported if it does not work perfectly the first time. This is why it is so important for leaders to model the right behaviours; to create an environment that fosters creativity and innovation – a safe environment built on trust.

In 2018, Manitoba Families developed and implemented a training program for leaders at all levels called Leadership Principles for Effective Innovation. Focusing on the leader as a central figure in the culture of an organization, the program brings leaders from supervisors to Assistant Deputy Ministers together to discuss and reflect on approaches to building trust and effectiveness in teams.

This program consists of six half-day modules, one per week, and the student must submit a reflection pre-work exercise each week. The modules include:

- 1. Shaping a positive workplace environment**
- 2. Building respect and teamwork**
- 3. Supporting leadership and authority**
- 4. Creating strategic alignment**
- 5. Advancing learning and coaching**
- 6. Fostering innovation**

These modules cover a wide variety of topics, including:

- **sharing information with staff**
- **ensuring that leaders correct misconduct quickly**
- **taking careful steps not to undermine the authority of staff and their managers**
- **providing clear direction to staff**

This program has a module focused on using the balanced scorecard methodology for strategic planning and performance measurement, and it discusses the associated challenges of developing a “measuring culture” with a team.

In addition, the program discusses how leaders can diagnose the causes of individual employee performance problems, and how to select appropriate responses for each cause. The program encourages leaders to take another look at how we train our people, to ensure that

we support “learning by doing” as much as possible. Leaders are challenged to view their roles differently than they may have in the past—acting as coaches for their teams, not answer-providers. Most importantly, the leaders are made to practice the crucial skill of self-reflection multiple times each class, as they learn that unless a leader is prepared to view themselves as a potential part of the problem, they can never lead a change towards an innovative culture.

“How we behave as leaders echoes in the culture of our organization,” said Brent Timmerman, the creator and first facilitator of the program. While the program was developed to support Manitoba Families’ transformation efforts, it quickly became recognized for its ability to develop effective leaders. Interest from leaders in other departments, and an executive that understood the importance of a whole-of-government perspective, allowed for the expansion of the program. By the end of 2019, over 300 leaders from 11 departments will have participated in this learning experience.

HERE ARE SOME ANONYMOUS QUOTES FROM PARTICIPANTS, WHICH WERE GATHERED IN POST-COURSE SURVEYS:

“ I learned the importance of building trust within a team.”

“ I appreciate how the instructor is active in listening to the group and is able to reflect on what the respondents say, and then apply it to the course material.”

“ My biggest take-away was learning how much your environment impacts the way you work.”

“ I learned: 1. To separate the person from the problem 2. More tools to assess my approach as a leader 3. The importance of self-reflection! 4. The importance of the leader regularly going to see the work taking place.”

“ I learned about the difference between coaching and telling my people the answers, and I now have a better understanding of strategic planning. I knew that trust was important, but now I have some better tools to use to gain trust with my staff.”



Certificate of Indigenous Relations Program (CIRP)

The Certificate of Indigenous Relations Program (CIRP) was created by the former department of Sustainable Development in 2016, in response to the recommendations from the Truth and Reconciliation Commission Call to Action #57 to educate public servants on the history of Indigenous Peoples.

CIRP is delivered by a collaboration between departmental staff and special guest speakers. Manitoba Agriculture and Resource Development has also adopted the CIRP model and to date, approximately 100 public servants from both departments have gone through the program.

As the winner of the Reconciliatory Action Award at the 2019 Manitoba Service Excellence Awards, the success of CIRP has sparked conversations about adopting the program in other organizations, government agencies and Manitoba government departments. The program has received attention for its transformative service delivery. CIRP is facilitated by department staff and would not be possible without Indigenous partners, who provide a key role as teachers and speakers, lead sessions and develop the curriculum. Participants gain a wealth of knowledge, and an understanding of

Indigenous history and culture. It also enables participants to build relationships with Indigenous Elders, leaders and communities that help to advance reconciliation.



“As an Indigenous person who helped create CIRP, and as part of the team that facilitates the course, it is hard to describe the emotion and pride that I associate with this program. Many participants enter CIRP not knowing what they don’t know, and come through with the tools, empathy and experience to create meaningful relationships with Indigenous people as public servants. I see the transformation of the person and the employee, and how this improves Manitoba a bit at a time.”

Rebecca M., CIRP Team



The Parks and Protected Spaces branch recognized the need to embrace and accommodate Indigenous ceremonies in Manitoba's provincial parks, while providing effective direction to front line staff for handling such requests and mitigating potential impacts to other park users. With the tools and knowledge gained from CIRP, staff from the Parks branch were able to engage in open and effective conversations with Elders from the Treaty Relations Commission of Manitoba (TRCM), and the Council of Elders. These conversations have laid the groundwork for an ongoing relationship between Manitoba's First Nations and the Parks branch, to find the best way to include Indigenous ceremonies in Manitoba's provincial parks.



“The opportunity to meet and listen to the stories and experiences of residential school survivors, the opportunity to meet people in their communities and start building relationships and understand the Indigenous perspective in our relationships, only make us better people and better public servants. The understanding of the treaties, the law, and current issues and case studies, is invaluable in building effective relationships that will only benefit our province and country.”

Des K., Provincial Toponymist

North Forge Partnership

In the spring of 2019, North Forge became the Manitoba government’s official economic development partner for innovation. North Forge is an innovation-based agency that helps entrepreneurs develop their ideas and bring them to life. The North Forge Startup Program supports and guides entrepreneurs with idea formulation, developing products and services, and implementing their ideas.

Public servants have had a number of amazing opportunities to learn from North Forge. For example, RampUp Weekend was an idea generation event for clean tech, where over 20 public servants participated. Over two and a half days, the entire group of 60 people filtered through dozens of possible solutions and narrowed them down to 10 projects. They then formed into teams, and developed their ideas fully. On the last day, solutions were presented through business models, market studies and communication plans. The top three ideas went on to receive further support by North Forge to move into development.

On another occasion, four public servants immersed themselves in innovation for a whole month, as they redesigned the North Forge Startup Program for entrepreneurs.

The interns were “dared to do”, and thrown completely out of their comfort zones to embark on a new way of working. With a firm deadline of four weeks, the team learned to be very action-focused and to produce and refine solutions quickly, incorporating stakeholder feedback at every step. Mentorship and support from leadership played a key role in their success by providing guidance and motivation, as well as connecting the team to the resources and subject matter experts they needed. This internship was a great success – after a month of intensive work, North Forge had a completely revamped program and the team of public servants came back to work with newfound confidence, as well as invaluable skills and connections.

“ We learned that while the innovation process needs a leader, every participant needs equal footing, because ideas and projects benefit from a variety of skillsets. I learned to innovate, take risks, and to fail at the right scale.”

Juliane S., RampUp Participant





The public service’s relationship with North Forge is ongoing, and they are a strategic partner in developing services for Manitobans. The Manitoba government collaborated with North Forge to work on Family Law Modernization and ensure Manitobans’ feedback shapes the design of programs and services going forward. North Forge has mentored Manitoba Justice in Design Thinking, an approach that fosters more meaningful engagement by involving those impacted. By proposing and testing solutions with families throughout development, this increases the likelihood that new and improved services will enhance outcomes.

The Manitoba government recognizes the benefits of public service innovation and that transformation needs to be continuous to adapt to changing times. The processes of testing, validating and iterating the solution to a problem is an effective means of policy and program development, and we hope to continue our skill development in these areas. Partnerships with cutting-edge mentors like North Forge give us the tools and resources we need to become an agile, reflexive public service.

“ The team work was really interesting. All of a sudden, I was working with new people, but very quickly you realize you are working towards a common goal, going for the same prize, and you know that’s important to the team. The nice thing is, working with a team like that, you are not afraid. Barriers are not there, and you aren’t afraid to put out ideas.”

David, RampUp Participant





Modern Tools to Transform our Work

Idea Fund

In the spring of 2018, the Manitoba government introduced the Idea Fund and ignited a wave of excitement across the public service. Many departments engaged in open idea-generation sessions, where thousands of public servants contributed ideas and helped shape the projects that moved forward. The creation of a fund to support ideas for efficiencies was just what Manitoba public servants needed to spark creativity and a desire to learn more about different innovation methods.

The Idea Fund is a unique tool for transformation in the Manitoba public service, because it is accessible at any time of the year, and for any size of project. The program supports projects that require initial investment, but which can demonstrate an expected Return on Investment (ROI) within four years. *In the first year of the program, 59 projects worth \$23.1 million were approved and are underway or completed.* Over the 4-year reporting period, these projects are expected to generate savings of \$32.6 million. The best part is that many of these ideas were generated by front line public servants.

IDEA FUND SUCCESSES

- The Vital Statistic Agency received funding to develop an online intake process for foundational identity documents such as birth, marriage, and death certificates. Before this initiative, the Agency was manually processing up to 82,000 requests annually. *Digitalization of the application improves service for Manitobans by expediting the process, so that the public can access key programs and services faster.*
- The Manitoba Human Rights Commission purchased webinar equipment that will deliver more human rights education seminars remotely in Northern Manitoba. *This helps communities have access to important information, and increases the area of service delivery.*

- The Print Reduction Project set out to install software on public servants' computers: employees have to take the added step of reviewing and releasing print jobs before they are completed. *In a pilot project with 600 staff, departments saved over 240,000 pieces of paper and \$12,000 in print costs over a 6-month period.* This initiative went government-wide on February 1, 2019 and changed the way our government prints, helping to save costs, improve security of documents, and reduce our carbon footprint.
- Geographic Information Systems (GIS) can be thought of as the "Science of Where", and uses mapping and spatial technology to illuminate issues driven by geography. *The Government of Manitoba uses this tool to collect data on important public health issues, monitor emergency response concerns, and plan infrastructure.* Through the Idea Fund, 14 geoscience staff attended 5-day GIS training at the University of Winnipeg, which expedited the public service's use of this mapping and data tool.

The program continues in 2019, and work is underway to expand it beyond core government and into the front lines of the health and education sectors.

Student Temporary Employment Program (STEP) Design Thinking Challenge

This past summer, a partnership between Manitoba Education and Training (MET) and Executive Council challenged 30 STEP student employees and their supervisors to solve public service issues in new and creative ways.

Every year, the Manitoba government hires approximately 1,300 post-secondary students through its STEP Services hiring program. The students bring fresh perspectives and a variety of skills and abilities. Many of these students return year after year and eventually build long-term careers in our public service. This year, we provided a special opportunity to mobilize the creativity, talents, and enthusiasm that our students bring to the workplace.

The STEP Design Thinking Challenge was an interdepartmental pilot program that brought together STEP students and their supervisors to solve five challenges facing the public service.

The 5 challenges were:

- **STEP Program Challenge:** Building a talent bridge from the STEP Program to careers in Manitoba's public service.
- **Manitoba Parks Challenge:** Attracting new demographic groups via improved customer service.
- **Employee Networks Challenge:** Increasing the profile and membership of Employee Networks to drive public service collaboration and engagement.
- **Manitoba Service Excellence Awards Challenge:** Improving support for video storytelling in our public service.
- **Consumer Protection Challenge:** Enhancing the consumer protection mobile app to encourage smarter consumer decisions.

"It taught us how to ask different types of questions, how to visualize and materialize ideas and thoughts, and how to frame and understand issues. The chance to work on a real policy issue with established public servants gave us insight into how government works, how to manage projects, how to do different types of research and analyze the resulting information, and how to build on top of others' ideas to create momentum."

Alex B., STEP student





The 5 teams solved their challenges with the help of a nine-week Introduction to Human-Centred Design (HCD) course developed by IDEO.org and offered free via +Acumen. Human-Centred Design is a creative approach to solving problems that applies human perspective in all steps of the problem-solving process. This requires you to truly understand the people who are experiencing a problem before you develop a solution.

After the 9-week course, the STEP students briefed senior leadership on their proposed solutions and went on to present at the 2019 IPAC National Conference. In addition to solving a challenge that we are facing in our public service, this program provided participants with valuable skills and experiences that they can immediately apply in their workplaces.



“This was an exciting opportunity to harness the talents of our current STEP students; we hope that they will go on to become future public servants. This challenge was designed to encourage engagement and show how new and collaborative approaches can deliver positive outcomes. What was unique to this initiative was the mentorship component, and I think it was very empowering.”

Angela C., STEP Design Challenge Lead



Design Sprints:



Dr. Stephen Hassard is a Google-certified Sprint Master who currently works for YouTube. This October, he led 20 teams of public servants through Design Sprints – an accelerated method of solving problems through design thinking – on real public sector issues.

Social Impact Bonds

In the last decade, there has been a significant shift around the world to look at how social innovation and social financing can be mobilized to address some of the most challenging social problems.

The Manitoba government is emerging as a social innovation leader in Canada, and the creation of a dedicated Social Innovation Office (SIO) shows strong commitment to advancing new and creative ideas to improve the lives of Manitobans. This is an exciting undertaking that is stretching the ways we normally work in the public service.

Outcomes-based social financing provides an opportunity to address large-scale social problems through innovation, while reducing the financial risk to government. Over the last decade, social impact bonds (SIBs) have been growing in popularity as a means of outcomes-based financing. **SIBs are investments intended to create a measurable social or environmental impact that generates repayment and return on investment to investors, based on a set of clearly defined social or environmental outcomes.**

SIBs represent a unique partnership between government, a service provider and one or more investors. Typically, government selects a social problem and recruits a service provider to help address the problem. Investors provide funding for the project after government, the service provider and investors all agree on the desired outcomes.

An external evaluator is almost always used in a SIB and their role is to advise the government on whether the outcomes are being met. If the outcomes are achieved or exceeded throughout the life of the project, the government will repay the investment, as well as a return on that investment.

The first SIB in Manitoba, titled **Restoring the Sacred Bond**, seeks to improve Indigenous maternal and child health, strengthen cultural identity, and increase positive social outcomes through access to culturally-grounded birth helpers, before, during and after birth. The Southern First Nations Network of Care is leading this initiative, with a





“What a fantastic and positive experience! Working with the SIO staff and administration has built positive and strong relationships between external stakeholders and government. The SIO was open to how we can improve health service delivery, it was so wonderful to be recognized and valued.”

Dr. Brenna S., Strategic Partner

goal of reducing the number of Indigenous infants apprehended and placed in the care of Child and Family Services shortly after birth. Manitoba currently has the highest rate of children in care in the country, 90% of whom are Indigenous.

At the SIO, we are currently working on three other SIBs: two in partnership with Manitoba Health, Seniors and Active Living and one with Manitoba Justice. This is precedent-setting work. Only four other SIBs exist in Canada, and there are approximately 140 SIBs worldwide!

We have created partnerships across departments, with counterparts in the federal government, and with the private sector and local stakeholders. This has made the work rewarding for everyone involved, leaving all of us excited to hit the ground running and start seeing results.

Looking forward, we have big dreams for the support the SIO can offer across government. We are gathering information and resources to build a social innovation hub. This will provide a purposeful, creative, intelligent and collaborative way of addressing complex social issues. We aren't afraid of doing the heavy lifting, leading teams through a co-creation lab, navigating the processes, or getting lost in the weeds while we support an innovative solution design. The SIO

can provide the expertise your department may need, helping to guide your efforts to bring social innovation practices to your area.

We are working in true collaboration, while centering those who are directly impacted. We're using research and data to guide our decisions, and widening our traditional partnerships to include stakeholders who want to be a part of the solution. Though it's hard work, it has high rewards and feels like a game changer, and we're honoured to be a part of this initiative.

At the end of the day, as public servants, we want to provide real solutions to real problems in real time. Social innovation will be one of the ways we get there.



“With the strong expertise offered by the SIO we were able to advance the development of the first Health SIB in record. Their support and expertise ensures the process was innovative, seamless, and collaborative.”

Vicki T., Project Lead

Manitoba Government Public Service (MBGPS) Intranet

In the spring of 2019, the Clerk's office set out to chart a new course in public service communications with the launch of MBGPS. This new platform is fully accessible and uses modern tools to encourage users to move beyond one-way communication and engage with others across government.



MBGPS offers dynamic content, including the latest training opportunities, videos on innovation, and weekly blogs directly from the Clerk.

MBGPS is an encouraging example of the way we can do transformative work when we think freely and creatively, and turn our minds to collaboration.

Since its debut in May, MBGPS has been rapidly expanding to meet the needs of our modern public service. Our key tools and exciting features currently include:

- a weekly Clerk's blog, aimed at educating public servants on issues such as our values, culture and the role of government, and inspiring aligned action
- a section called Success Stories that provides a space for employees to celebrate each other, share accomplishments, and enhance our best practices
- forums where public servants can share ideas and resources, discuss topics of interest, and put out a call for collaboration

- opportunities for development, such as training opportunities, central secondment postings, and a collection of online resources
- video functions that livestream conferences and webinars, allow users to hold virtual meetings, and share information and resources
- a corporate calendar where employee network groups and public servants can post details about events being held Manitoba-wide

FEEDBACK FROM USERS:

"I have saved this in my favourites and I see myself starting to use it as a one-stop shop for everything I am looking for. It is well organized and offers everything I am looking for in terms of whole-of-government approaches and connections."

"Wow! The new site is fantastic and much improved, making it very easy to find items of interest and be kept informed."

"It's a great idea to share resources and your concept of the whole-of-government approach is crucial, as we are striving to achieve the ultimate, collective goal of serving Manitobans better."

Balanced Scorecard

How do we stay focused on what matters the most to Manitobans? How do we show progress about reaching our projected outcomes?

The balanced scorecard system is a strategic management and measurement tool that helps organizations set and achieve their goals. This process also allows government to communicate internally and publically with progress updates on service delivery and key issues. The balanced scorecard recognizes that the overall and long-term success of any organization depends on factors that include:

- **customer and client perspectives**
- **employee growth and development**
- **the efficiency of internal processes**

The measurement of these three perspectives, in addition to the financial bottom line, is what lends the term balanced to the scorecard system.

For the first time ever, the Manitoba government is applying a balanced scorecard system to measure progress towards achieving the following provincial priorities:

- **improving outcomes for Manitobans**
- **delivering client-centred services**
- **fostering client service excellence**
- **value for money**

Sixteen provincial-level objectives will be measured using these priorities in a public-facing scorecard, reporting on their progress as they are implemented.

The goal of balanced scorecards is to ensure the work of the public service is contributing to these four perspectives in a meaningful way. It is an opportunity to create alignment between our every day work and the objectives we need to achieve.



“In over 20 years of employment with the department, I have never felt more focused. It helps when my leader is very transparent and focused on working on their [scorecard] goals.”

Response from the July 2019 employee awareness survey (anonymous)



Looking Forward

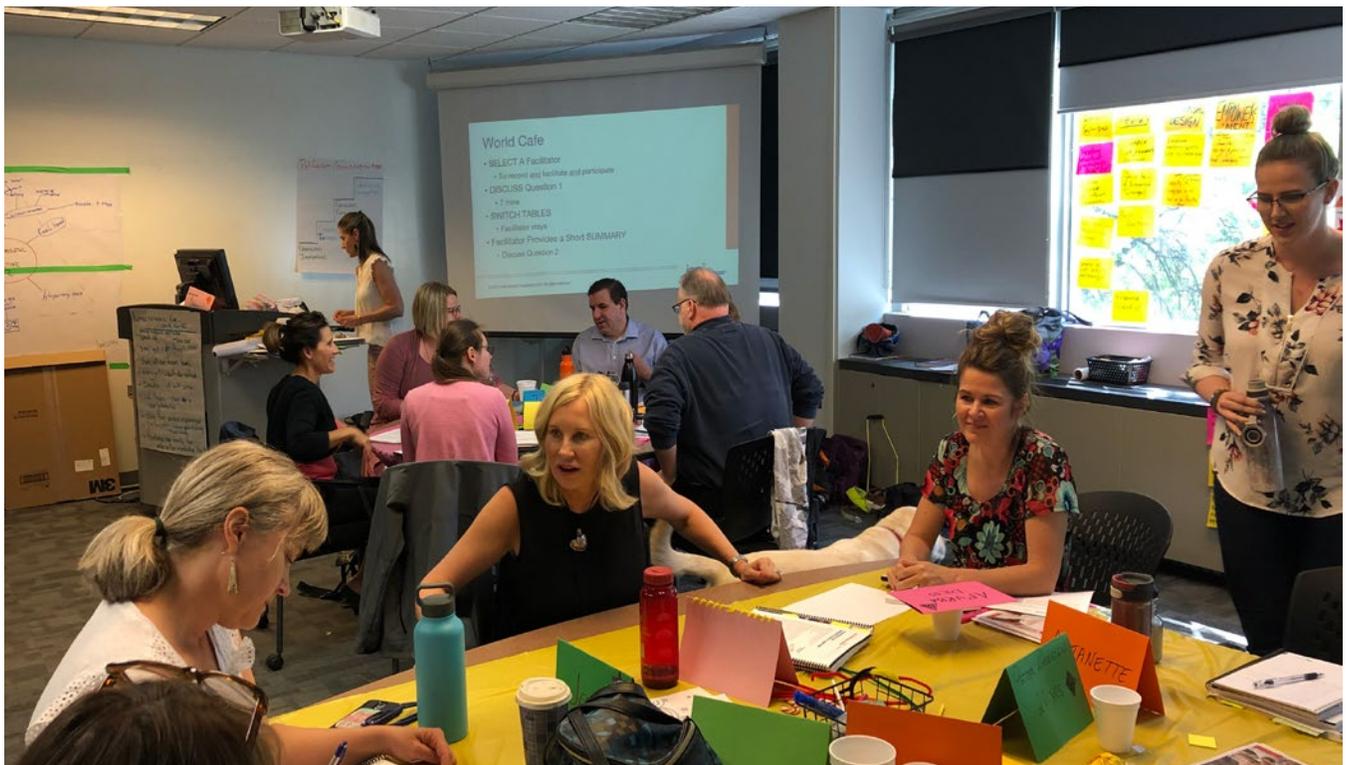
Modernizing Public Engagement

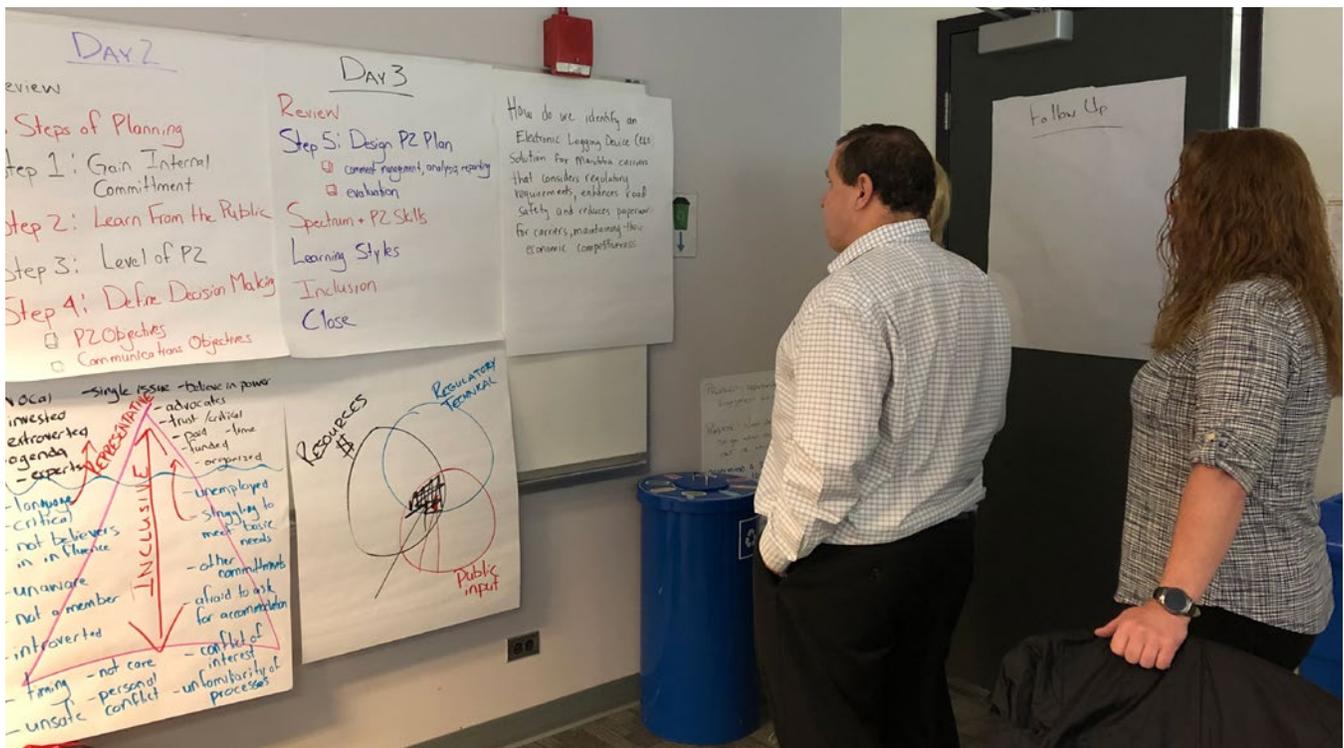
As we move forward as a public service, we want to invite Manitobans to walk beside us and inform the steps we take. Public engagement is a key part of developing legislation, policies, programs and services for the people we serve.

It advances open government by enhancing transparency and accountability, which empowers Manitobans to engage with their government. Over the past eighteen months, the Manitoba government has been hard at work developing a new way for the public to engage, and we are excited to get these important conversations started.

Improving public engagement was an idea that was raised during consultations on the Transformation Strategy. Manitoba is one of the last jurisdictions in Canada to adopt

a deliberate framework for engagement and provide centralized online access to engagement opportunities. Currently, it is difficult to locate information about engagement opportunities online, because they are often buried within department websites. Historically, the results of these engagements are also reported back to the public inconsistently. Because our engagement practices vary depending on which department is leading the initiative, they do not offer consistent, user-focused, and accessible experiences to the public.





In fall 2019, we launched a public engagement portal that will help Manitobans access information and participate in government engagement initiatives all in one place. Internally, a framework that promotes consistency across government will accompany the portal. This will ensure we are using best practices when we engage with the public, and that the product is easy to use. To help meet that commitment, 125 public servants and 30 senior leaders will receive International Association of Public Participation (IAP2) training by spring 2020.

Our new, centralized model will provide public servants with standards, tools, and technology to establish high quality and consistent engagement practices. It will also provide Manitobans with a convenient place to have their say, and view the results of public engagement. By demonstrating how information gathered from the public helps inform government decision-making, we can shine a light on the way we work. Manitobans play an important role by providing relevant data to support service delivery, and this is a new and exciting opportunity to hear more from you.



“This is a 21st century tool that we don’t have in our toolbox right now. It’s not just an add-on, it would help us augment what we currently do. It would help us do something differently already.”

Anonymous attendee from the Senior Leaders Information Session

The Journey Continues

It is fitting to say that transformation is more of a journey than a destination. The stories featured in this first transformation update highlight a focus on supporting both systemic change and ongoing disruption to the status quo. As we close out the first 18 months of our transformation journey in Manitoba, we must continue looking forward – to the next set of efforts that will reinforce and build on the foundation for change that has been established.

As we move forward, departments will continue to focus on transforming their programs and services to help achieve better outcomes for Manitobans. To support this, our central agencies will refine our focus and continue to modernize systems and practices that reinforce and further propel this change mandate. We will build on our initial work to strengthen public engagement, creating an open government strategy that improves our democratic system and reports on progress to Manitobans.

To better serve the public, we turn our attention to the development of a new digital strategy, which will modernize the delivery of services. Finally, we will continue to look inward, strengthening the leadership and communication practices that are necessary in an organization that is highly structured, but which requires fluid collaboration in order to best meet the needs of Manitobans. Now, we want to hear more from you - join the conversation on MBGPS and share your own exciting stories of transformation.



Transformation by the Numbers

59

Number of approved Idea Fund submissions

24

Idea Fund projects completed to date

91+

Employees with Public Engagement training

80+

Number of Transformation Champions (current and former)

11

Transformation Champion Meetings to date

49+

Bright Ideas since Feb. 2018
(Department of Agriculture and Resource Development initiative)

77

Employees with Innovation Engineering Training through inVision Edge

71+

Number of employees with training in Human-Centred Design

421+

Employees who have attended events on Geographic Information Systems (GIS)

500+

Number of Learning Fund submissions to date

359

Total number of IPAC attendees from the Manitoba government

300+

Number of attendees at Coaching Leaders to Support a Culture of Innovation

64+

Employees with training in User Experience (UX) methodology

100+

Number of employees with CIRP training

98+

Members in the Innovator's Network employee group

58+

Number of Clerk's blogs since Feb. 2018

31+

Number of central secondment positions filled to date

85+

Current number of employees with executive leadership training

40

Employees in Department of Families with Kaizen methodology training

35

Number of participants in the STEP Design Thinking Challenge

*when there is a "+", this means it is an approximate number

