

# **Manitoba Public Service Commission**

## **Commission de la fonction publique du Manitoba**

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### **Annual Report Rapport annuel**

For the year ended March 31, 2023  
Pour l'exercice terminé le 31 mars 2023

# Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabe, Anishinewuk, Dakota Oyate, Denesuline and Nehethowuk peoples.

We acknowledge Manitoba is located on the Homeland of the Red River Métis.

We acknowledge northern Manitoba includes lands that were and are the ancestral lands of the Inuit.

We respect the spirit and intent of Treaties and Treaty Making and remain committed to working in partnership with First Nations, Inuit and Métis people in the spirit of truth, reconciliation and collaboration.

# Reconnaissance du territoire

Nous reconnaissons que le Manitoba se trouve sur les territoires visés par un traité et sur les terres ancestrales des peuples anishinaabe, anishinewuk, dakota oyate, denesuline et nehethowuk.

Nous reconnaissons que le Manitoba se situe sur le territoire des Métis de la Rivière-Rouge.

Nous reconnaissons que le nord du Manitoba comprend des terres qui étaient et sont toujours les terres ancestrales des Inuits.

Nous respectons l'esprit et l'objectif des traités et de la conclusion de ces derniers. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis dans un esprit de vérité, de réconciliation et de collaboration.

## **Manitoba Public Service Commission**

935-155 Carlton Street  
Winnipeg, MB R3C 3H8

Phone: 204-945-2332

Fax: 204-945-1486

Email: [psc@gov.mb.ca](mailto:psc@gov.mb.ca)

Electronic format: [www.manitoba.ca/openmb/infomb](http://www.manitoba.ca/openmb/infomb)

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**MINISTER  
RESPONSIBLE FOR THE MANITOBA PUBLIC SERVICE**

Room 343  
Legislative Building  
Winnipeg, Manitoba R3C 0V8  
CANADA

September 1, 2023

Honour the Honourable Anita R. Neville, P.C., 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 for the information of Your Honour, the Annual Report of the Manitoba Public Service Commission for the fiscal year ending March 31, 2023.

Respectfully submitted,

A blue ink signature of Honourable James Teitsma.

Honourable James Teitsma  
Minister responsible for the Manitoba Public Service





**MINISTRE  
RESPONSABLE DE LA FONCTION PUBLIQUE DU MANITOBA**

Bureau 343  
Palais législatif  
Winnipeg (Manitoba) R3C 0V8  
CANADA

1 septembre 2023

Son Honneur l'honorable Anita R. Neville  
Lieutenante-gouverneure du Manitoba  
Palais législatif, bureau 235  
Winnipeg (Manitoba) R3C 0V8

Madame la Lieutenante-Gouverneure,

J'ai l'honneur de vous présenter, à titre d'information, le rapport annuel de la Commission de la fonction publique du Manitoba pour l'exercice qui s'est terminé le 31 mars 2023.

Le tout respectueusement soumis.

A handwritten signature in blue ink, appearing to read "J. Teitsma".

L'honorable James Teitsma  
Ministre responsable de la Fonction publique du Manitoba





Office of the Public Service Commissioner  
Room 28 Legislative Building  
Winnipeg MB R3C 0V8

September 1, 2023

Honourable James Teitsma  
Minister responsible for the Manitoba Public Service  
Room 343 Legislative Building  
Winnipeg, MB R3C 0V8

Dear Minister Teitsma:

I am pleased to present for your approval the 2022/23 Annual Report of the Manitoba Public Service Commission.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "J. Baker".

Jocelyn Baker  
Acting Public Service Commissioner



Bureau du commissaire de la fonction publique  
Palais Législatif, bureau 28  
Winnipeg (Manitoba) R3C 0V8


1 septembre 2023

M. James Teitsma  
Ministre responsable de la Fonction publique du Manitoba  
Palais législatif, bureau 343  
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère responsable de la Commission de la fonction publique du Manitoba pour l'exercice financier 2022-2023.

Je vous prie d'agréer, Monsieur le Ministre, l'expression de mon profond respect.



Jocelyn Baker  
Commissaire par intérim de la Fonction public



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# Introduction

## Overview to the Annual Report

This Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2023, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report includes Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As Balanced Scorecards have now been implemented by all departments, the previous Performance Reporting in the appendix has been discontinued.

The Annual Report includes information on the department and its Other Reporting Entities (OREs) summary financial results, provides a more detailed breakdown on any changes to its voted budget, and also reports on the department's progress of achieving diversity milestones. The tradition of providing the financial results with any associated variance explanations continues to be provided at the sub-appropriation level. Overall, the new annual report is intended to provide a more comprehensive picture of the department's financial performance

## Aperçu du Rapport Annuel

Le présent rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2023, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et l'obligation redditionnelle. Ces tableaux de bord ayant été mis en œuvre par tous les ministères, les rapports antérieurs sur la performance qui étaient inclus en annexe ont été abandonnés.

Le rapport annuel contient les résultats financiers sommaires du ministère et de ses autres entités comptables, fournit une ventilation plus détaillée des changements apportés au budget des crédits votés et rend compte des progrès du ministère en matière de diversité. Il continue de fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global de la performance financière du ministère.

# Public Service Commission at a Glance

## 2022/23 Results

<b>The Public Service Commission Description</b>	<p>The Public Service Commission is the independent and impartial agency responsible for leading effective human resource and labour relations management in government and representing the public interest in the administration of The Public Service Act and regulations.</p> <p>In carrying out its responsibilities, the commission ensures that the recruitment and selection of public servants is based on merit, equity and fairness and that the candidates selected meet the government's requirements for service delivery.</p> <p>The commission provides strategic human resource advice and direct human resource services to all Manitoba government departments. It also provides leadership and services through the development and implementation of corporate human resource and government-wide workforce legislation, policies, programs and initiatives, and reporting and analytics that support or advance government priorities.</p>
<b>Minister</b>	Honourable James Teitsma
<b>Deputy Minister</b>	Jocelyn Baker, Acting Public Service Commissioner

Summary Expenditure (\$M)	
<b>39</b>	<b>40</b>
<b>Restated Budget</b>	<b>Actual</b>

Core Expenditure (\$M)		Core Staffing
<b>39</b>	<b>39</b>	<b>389.25</b>
<b>Authority</b>	<b>Actual</b>	<b>Authority</b>

# Coup d'œil sur la Commission de la fonction publique – Résultats en 2022-2023

Description de la Commission de la fonction publique	<p>La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines et des relations de travail au sein du gouvernement. Elle représente l'intérêt public dans la mise en œuvre de la Loi sur la fonction publique et de ses règlements d'application.</p> <p>Dans l'exercice de ses responsabilités, la Commission s'assure que le recrutement et la sélection des fonctionnaires sont fondés sur les principes du mérite, de l'équité et de l'impartialité, d'une part, et que les candidats choisis répondent aux exigences du gouvernement relativement à la prestation des services, d'autre part.</p> <p>La Commission fournit des conseils stratégiques et des services directs en matière de ressources humaines à tous les ministères du gouvernement du Manitoba. De même, elle fournit du leadership et des services en assurant l'élaboration et la mise en œuvre des lois, des politiques, des programmes et des initiatives en matière de ressources humaines et de main-d'œuvre à l'échelle du gouvernement. Enfin, elle produit des rapports et des analyses qui appuient ou font progresser les priorités du gouvernement.</p>
Ministre	Honourable James Teitsma
Sous-ministre	Jocelyn Baker, commissaire de la fonction publique par intérim

Dépenses globales (en millions de dollars)	
39	40
Dépenses autorisées	Dépenses réelles

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
39	39	389.25
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

# The Public Service Commission Responsibilities

The overall responsibilities of the minister and Public Service Commission include:

- The administration of The Public Service Act and regulations.
- Leading effective human resource and labour relations management in government.
- Providing leadership and services through the development and implementation of corporate human resource and government-wide workforce legislation, policies, programs and initiatives.
- Reporting and analytics that support or advance government priorities.
- Strategic human resource advice and direct human resource services to all Manitoba government departments, including the recruitment and selection of public servants based on merit, equity and fairness.

## **The Minister is also responsible for:**

The department of Consumer Protection and Government Services, and the Manitoba Public Utilities Board, an independent quasi-judicial administrative tribunal operating under the authority of the Manitoba Legislature.

## **Department Shared Services**

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

- The Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the commission's resources. The branch provides shared services to Manitoba Finance, the Public Service Commission, Intergovernmental Affairs, Consumer Protection and Government Services, and Executive Council.
- The Information Communication Technology (ICT) Shared Services provides guidance and effective management of ICT investments for the Public Service Commission and Manitoba Finance.

# Responsabilités de la Commission de la fonction publique

Les responsabilités générales du ministre et de la Commission de la fonction publique sont notamment les suivantes :

- Appliquer la Loi sur la fonction publique et ses règlements.
- Mettre en place une gestion efficace des ressources humaines et des relations de travail au sein du gouvernement.
- Fournir un leadership et des services en assurant l'élaboration et la mise en œuvre des lois, des politiques, des programmes et des initiatives en matière de ressources humaines et de main-d'œuvre à l'échelle du gouvernement.
- Produire des rapports et des analyses en vue de soutenir ou de faire progresser les priorités du gouvernement.
- Fournir des conseils stratégiques et des services directs en matière de ressources humaines à tous les ministères du gouvernement du Manitoba, y compris en ce qui touche le recrutement et la sélection des fonctionnaires en fonction du mérite, de l'équité et de la justice.

## **Le ministre est également responsable de ce qui suit :**

Le ministère de la Protection du consommateur et des Services gouvernementaux, et la Régie des services publics du Manitoba, un tribunal administratif quasi judiciaire indépendant relevant de la Législature du Manitoba.

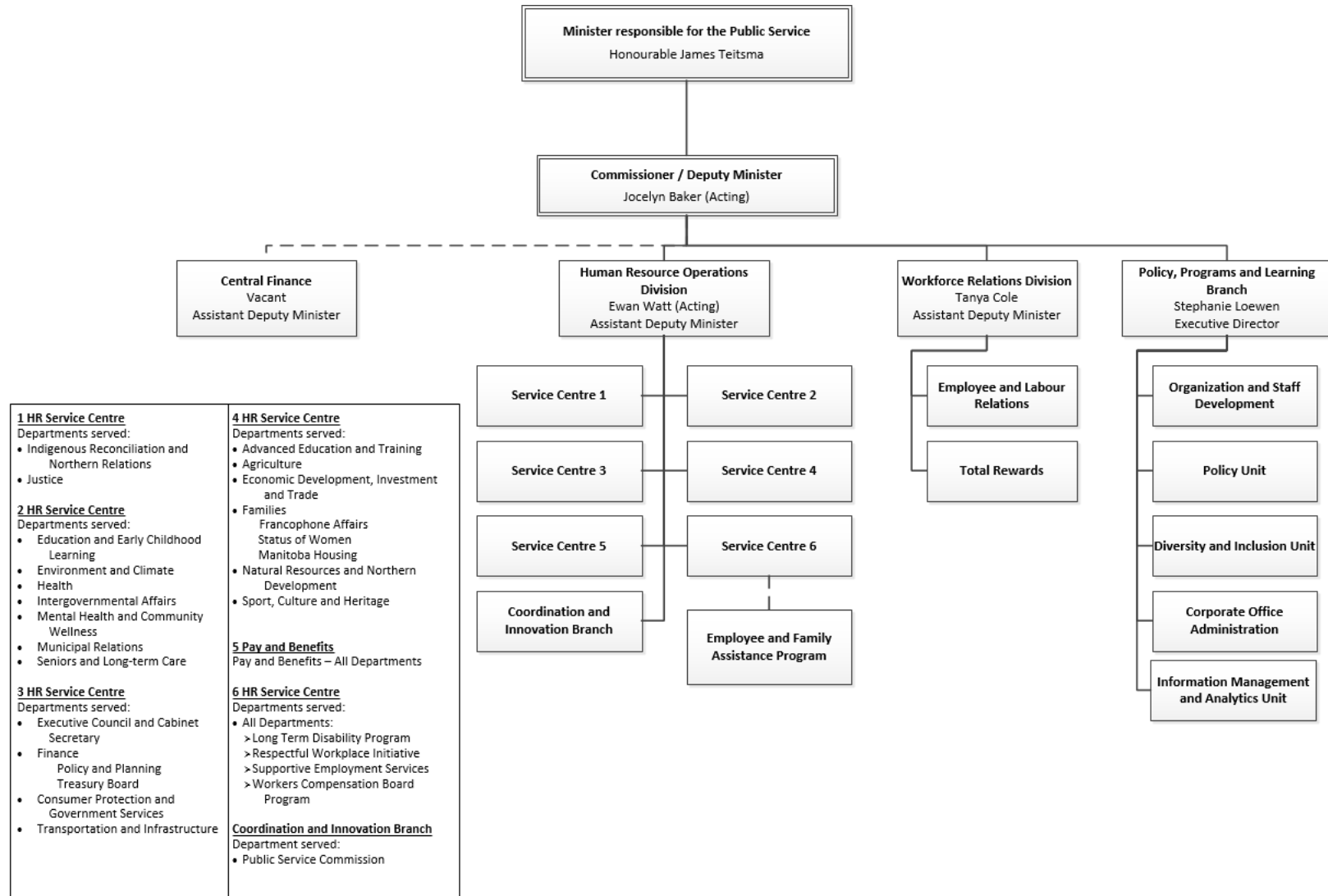
## **Services partagés du ministère**

Deux directions fournissent des services partagés à la Commission de la fonction publique :

- Les Services partagés des finances et de l'administration veillent à la conformité de la gestion et à l'imputabilité des ressources de la Commission. Cette direction fournit des services partagés au ministère des Finances, à la Commission de la fonction publique, au ministère des Administrations locales, au ministère de la Protection du consommateur et des Services gouvernementaux, ainsi qu'au Conseil exécutif.
- Les Technologies de l'information et des communications (TIC) fournissent une orientation et une gestion efficace des investissements en TIC pour la Commission de la fonction publique et le ministère des Finances.

# Organizational Structure

Public Service Commission as at March 31, 2023



# 2022/23 Key Achievement Highlights

During the fiscal year, the Public Service Commission accomplished the following:

- Implemented various actions to make government workplaces, products and services accessible to all Manitobans, including launching the Manitoba Government Accessibility Plan for 2023 and 2024, which is available for the first time with a version in American Sign Language (ASL) interpretation. The commission collaborated with Employee Network Groups, Communities of Practice, and external organizations such as Pride Winnipeg, Indigenous-led organizations, and accessibility-serving organizations to deliver diversity and inclusion-related learning events and courses for public servants. The Manitoba government also became an official partner of Pride at Work Canada, focusing on building inclusive workplaces that celebrate all employees regardless of gender expression, gender identity, and sexual orientation.
- Continued to strengthen and broaden training offered to public servants to advance Truth and Reconciliation in the workplace and to address the Truth and Reconciliation Commission of Canada's Call to Action 57. A new mandatory course was developed to increase awareness about the historical and contemporary issues facing Indigenous Peoples in Manitoba and Canada, including Inuit, Métis and First Nations. Developed in consultation with Indigenous Reconciliation and Northern Relations and informed by engagement with Indigenous communities, the course will be launched in 2023/24. New Indigenous consultant positions were also created to focus on employee recruitment, retention, and learning of Indigenous Peoples in Manitoba's core public service, as well as other projects that advance Truth and Reconciliation in Manitoba's Public Service.
- Continued to deliver leadership development and learning programs for all public servants, introducing new training in areas such as employee engagement, communication, coaching skills, Truth and Reconciliation, as well as equity, diversity and inclusion. The commission also hosted an Innovation Summit comprised of 33 presentations and workshops with 1,539 public servants in attendance.
- Through the Employee Perspectives Program (EPP), the commission launched the annual employee engagement survey and a new exit survey to look for areas of improvement for employee retention, and work began in developing a new EPP dashboard for the employee engagement and exit survey results to inform evidence-based decision-making.
- Completed the fourth year of administering the Learning Fund, which supports individual and group training that is job-specific and addresses organizational needs. In 2022/23, a total of 761 individual and 232 group applications were approved, supporting specialized and innovative professional development opportunities for 7,680 public servants.
- Supported departmental reorganizations and related workforce changes, such as Agassiz Youth Centre. The commission continues to develop workforce policies, tools, resources and processes to support the capacity building of managers and employees.
- The commission's Investigations Unit (IU) within Workforce Relations completed its second year guiding government towards standardized investigation procedures and statistics. The IU is responsible for the intake and coordination of employee investigations, provides advice and guidance on investigatory matters, and promotes consistent approaches and statistical reporting across the public service.
- Administered the government's job classification program, including developing a new classification system and enhanced job evaluation tools.

- Continued to support the STEP Services program, in which 5,854 students registered to be considered for job opportunities through the program in 2022/23, with a total of 1,669 students hired across government during that period.
- Piloted a different service delivery model starting in October 2022. The Talent Acquisition Branch was created, which provided staff dedicated to recruitment activities, with three Human Resource Business Partner Service Centres continuing to provide departments with strategic support to address other HR issues and requirements. The Talent Acquisition pilot initially worked with three departments and was used to help inform a broader rollout of the new service model for the 2023/24 fiscal.
- Continued to support recovery from the pandemic and its effect on public service.
- Supported departments in engaging in 1,380 competitions, and issued 3,236 competitive appointments.
- Launched new staffing toolkits for human resource practitioners and hiring managers, including short videos explaining each step in the recruitment process to support common understanding and efficiencies.
- Significantly expanded its presence at various career fairs to represent the Manitoba government as an employer of choice.



# Principales réalisations en 2022-2023

Au cours de l'exercice, la Commission de la fonction publique a accompli les réalisations suivantes.

- La Commission a pris diverses mesures pour rendre les lieux de travail, les produits et les services gouvernementaux accessibles à tous les Manitobains, y compris publié le Plan d'accessibilité du gouvernement du Manitoba pour 2023 et 2024, qui est offert pour la première fois en langue ASL. Elle a collaboré avec des groupes de réseaux d'employés, des communautés de pratique et des organisations externes comme Pride Winnipeg, des organismes dirigés par des Autochtones et des organismes soutenant l'accessibilité pour organiser pour les fonctionnaires des activités d'apprentissage et des cours relatifs à la diversité et à l'inclusion. Le gouvernement du Manitoba est également devenu un partenaire officiel de FIERTÉ au travail. Il s'est concentré sur la création de lieux de travail inclusifs qui valorisent tous les employés, indépendamment de leur expression de genre, de leur identité de genre et de leur orientation sexuelle.
- La Commission a continué d'augmenter et d'élargir la formation offerte aux fonctionnaires pour faire progresser la vérité et la réconciliation sur les lieux de travail et répondre à l'appel à l'action n° 57 de la Commission de vérité et de réconciliation du Canada. Un nouveau cours obligatoire a été mis au point pour sensibiliser les personnes aux questions historiques et contemporaines auxquelles sont confrontés les Autochtones du Manitoba et du Canada, notamment les Inuits, les Métis et les Premières nations. Élaboré en consultation avec le ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord et guidé par l'engagement à l'égard des communautés autochtones, le cours sera offert pour la première fois en 2023-2024. De nouveaux postes de consultants autochtones ont également été créés pour se concentrer sur le recrutement, le maintien en poste et l'apprentissage des Autochtones au sein de la fonction publique centrale du Manitoba, ainsi que sur d'autres projets qui font progresser la vérité et la réconciliation dans la fonction publique du Manitoba.
- La Commission a continué à offrir des programmes de développement du leadership et d'apprentissage à tous les fonctionnaires, en introduisant une nouvelle formation dans des domaines tels que l'engagement des employés, la communication, les aptitudes pédagogiques, la vérité et la réconciliation ainsi que l'équité, la diversité et l'inclusion. Elle a également organisé un sommet de l'innovation qui comportait 33 présentations et ateliers auxquels ont participé 1 539 fonctionnaires.
- Dans le cadre du Programme de sollicitation des points de vue des employés, la Commission a réalisé le sondage annuel sur l'engagement des employés et une nouvelle enquête au départ pour trouver les secteurs à améliorer pour maintenir les employés en poste. Elle a commencé aussi à élaborer un nouveau tableau de bord sur les résultats du sondage et de l'enquête afin d'éclairer la prise de décision fondée sur des données probantes.
- La Commission a terminé sa quatrième année d'administration du Fonds d'apprentissage, qui soutient la formation individuelle et en groupe spécifiquement liée à l'emploi et répondant aux besoins organisationnels. En 2022-2023, la Commission a approuvé au total 761 demandes individuelles et 232 demandes de groupes, ce qui a permis d'offrir des possibilités de perfectionnement professionnel spécialisées et novatrices à 7 680 fonctionnaires.
- La Commission a soutenu la réorganisation ministérielle et les changements d'effectifs qui en ont découlé, comme dans le cas du Centre Agassiz pour la jeunesse. Elle continue d'élaborer des politiques, des outils, des ressources et des processus en matière de main-d'œuvre afin de soutenir le renforcement des capacités des gestionnaires et des employés.

- L'unité des enquêtes en matière de relations de travail de la Commission a terminé sa deuxième année d'orientation du gouvernement en matière de procédures d'enquête et de statistiques normalisées. Cette unité est responsable de la réception des demandes et de la coordination des procédures pour les enquêtes auprès des employés, fournit des conseils et des recommandations sur les questions d'enquête et soutient des approches et des rapports statistiques cohérents dans l'ensemble de la fonction publique.
- La Commission a administré le programme de classification des emplois du gouvernement, y compris élaboré un nouveau système de classification et amélioré les outils d'évaluation des emplois.
- La Commission a continué à soutenir le programme du Service STEP, auquel 5 854 étudiants se sont inscrits pour être pris en considération pour des possibilités d'emploi dans le cadre du programme en 2022-2023. Au total, 1 669 étudiants ont été embauchés dans l'ensemble du gouvernement au cours de cette période.
- La Commission a fait l'essai d'un modèle différent de prestation de services à partir d'octobre 2022. Elle a créé la Direction de l'acquisition de talents, qui fournit les services d'un personnel se consacrant aux activités de recrutement. Trois centres de partenaires RH continuent à fournir du soutien stratégique aux ministères pour s'occuper d'autres questions et exigences en matière de ressources humaines. Dans un premier temps, le projet pilote d'acquisition de talents a été réalisé avec trois ministères et a été utilisé pour guider le déploiement à plus grande échelle du nouveau modèle de service pour l'exercice 2023-2024.
- La Commission a continué à soutenir les efforts de rétablissement liés à la pandémie et à ses effets sur la fonction publique.
- La Commission a encouragé les ministères à participer à 1 380 concours et a procédé à 3 236 nominations par voie de concours.
- La Commission a lancé de nouvelles boîtes à outils de dotation à l'intention des praticiens des ressources humaines et des gestionnaires responsables de l'embauche, qui comprennent de courtes vidéos expliquant chaque étape du processus de recrutement afin de favoriser une compréhension commune et des gains d'efficacité.
- La Commission a considérablement renforcé sa présence à divers salons de l'emploi afin de représenter le gouvernement du Manitoba en tant qu'employeur de choix.

# Department Strategy Map

The department strategy map lists the four Government priority areas: Quality of Life, Working Smarter, Public Service and Value for Money, with the department's objectives listed under each priority.

The Annual Report includes progress on advancing priorities and objectives outlined in the 2022/23 Supplement to the Estimates of Expenditures and are described in further detail following the strategy map.

## Vision

Public Service Excellence

## Mission

To provide leadership and services to support an ethical and effective public service for Manitoba.

## Values

The Public Service Commission (PSC) will achieve its mission through modelling and promoting the following values:

- respect for others
- integrity
- accountability
- skill and dedication
- service
- collaboration
- innovation
- sustainability

## Department Balanced Scorecards Priorities and Objectives

### Quality of Life – Improving Outcomes for Manitobans

1. Build public service capacity to deliver on government's commitments
2. Advance truth and reconciliation\*
3. Build an inclusive and representative public service
4. Increase respect in the public service

### Working Smarter – Delivering Client-Centred Services

5. Improve the effectiveness and efficiency of our programs and services
6. Strengthen our collaboration

### Public Service – Delivering Client-Service Excellence

7. Build our capacity to deliver
8. Advance inclusion in our workplace
9. Strengthen respect in our workplace

## Value For Money – Protecting Manitoba’s Bottom Line

10. Provide value for money

11. Balance the budget

\*“Truth” has been added to the original objective titled “Advance Reconciliation”.

*“There is no Reconciliation without the Truth. If you ever see Reconciliation on its own without Truth, let people know that they need the Truth before there is Reconciliation.”*

- As told to Helen Robinson-Settee by the Late Dr. Donald Robertson, Elder, Indigenous Inclusion Directorate Advisory Council, Manitoba Education and Early Childhood Learning

# Schéma stratégique ministériel

Le schéma stratégique ministériel dresse la liste des quatre domaines prioritaires du gouvernement (qualité de vie, gestion plus ingénieuse, fonction publique, optimisation des ressources), les objectifs ministériels étant répertoriés sous chacune de ces priorités.

Le rapport annuel rend compte des progrès réalisés dans l'avancement des priorités et des objectifs qui sont présentés dans le budget complémentaire de 2022-2023 et décrits plus en détail à la suite de ce schéma.

## Vision

Une fonction publique d'excellence

## Mission

Offrir encadrement et services de soutien pour une fonction publique éthique et efficiente au service du Manitoba.

## Valeurs

La Commission de la fonction publique s'acquittera de sa mission en montrant l'exemple et en faisant la promotion des valeurs suivantes :

- respect des autres;
- intégrité;
- responsabilisation;
- compétence et dévouement;
- service;
- collaboration;
- innovation;
- durabilité.

## Priorités et objectifs des tableaux de bord équilibrés ministériels

### Qualité de vie – Améliorer les résultats pour les Manitobains

1. Renforcer la capacité de la fonction publique de réaliser les engagements du gouvernement
2. Faire progresser la réconciliation\*
3. Bâtir une fonction publique inclusive et représentative
4. Accroître le respect dans la fonction publique

### Gestion plus ingénieuse – Fournir des services axés sur le client

5. Améliorer l'efficacité et l'efficience de nos programmes et services
6. Renforcer notre collaboration

## **Fonction publique – Offrir un service à la clientèle d'excellence**

7. Renforcer notre capacité d'exécution
8. Faire progresser l'inclusion dans notre lieu de travail
9. Renforcer le respect dans notre lieu de travail

## **Optimisation des ressources – Protéger les résultats financiers du Manitoba**

10. Dépenser judicieusement
11. Équilibrer le budget

\* Ajout de « vérité » à l'objectif original intitulé « Faire progresser la réconciliation.

« Sans la vérité, il n'y a pas de réconciliation possible. S'il est question de réconciliation seulement sans la vérité, dites qu'il faut connaître la vérité avant de parler de réconciliation. »

- Propos confiés à Helen Robinson-Settee par le regretté Donald Robertson, Aîné, Conseil consultatif de la Direction générale de l'inclusion des Autochtones, Éducation et Apprentissage de la petite enfance Manitoba.

# Department Balanced Scorecards Priorities and Objectives – Details

The following section provides information on key performance measures for the Public Service Commission for the 2022/2023 reporting year. All Manitoba government departments include a performance measurement section in a standardized format in their annual reports.

Performance indicators in Manitoba government 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

## Quality of Life – Improving Outcomes for Manitobans

### 1. Build public service capacity to deliver on government's commitments

#### Key Initiatives

- Developed and promoted workforce policies, tools, resources and processes to support capacity building of managers and employees to deliver on Manitoba government's priorities and improve outcomes for Manitobans. These included:
  - Development and promotion of performance development and learning plan tools to support the ongoing development of employees.
  - Successful promotion of the Learning Fund, which is a \$2M initiative that supports specialized and innovative professional development opportunities for Manitoba's Public Service. Funding was fully committed in 2022/23.
  - Continued delivery of leadership development and learning programs to build capacity of public service leaders.
  - Continued the development and piloting of consistent, comprehensive onboarding programs for new leaders and employees. The programs are now 95% complete, and are expected to reach 100% completion in 2023/24.
- Continued to implement the Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including their capacity to deliver on Manitoba government's priorities, to help inform enhancements to capacity building tools and resources for employees.

#### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
1.a. Achieve a minimum target of 70% positive responses to Employee Perspectives Program (EPP) survey questions regarding employees' perspectives on their capacity to deliver.	67%	64%	70%	64%
1.b. Percentage completion of the development of onboarding programs for new leaders and employees	5%	75%	100%	95%

**1.a. Achieve a minimum target of 70% positive responses to Employee Perspectives Program (EPP) survey questions regarding employees' perspectives on their capacity to deliver:** The PSC supports public servants to ensure they have the capacity to deliver on government's commitments and measures. Measuring employee perspectives on their capacity to deliver on government's commitments help inform the PSC's work in supporting a strong public service equipped to deliver outcomes to serve the needs of Manitobans. Percentage agreement scores to EPP survey questions related to employee's perspectives on their capacity to deliver are averaged to determine the overall agreement score. The results of EPP surveys will be compared over time to gauge progress in this measure. The 2021/22 baseline represents results from the December 2020 EPP survey, and the 2022/23 actual represents results from the January 2023 EPP survey.

**1.b. Percentage completion of the development of onboarding programs for new leaders and employees:** By enhancing Manitoba government's onboarding process to be engaging and comprehensive for all employees and leaders, this supports the organization in building public service capacity to deliver. This measure will assess the percent of progress on the development and implementation of an enhanced onboarding program for new leaders and employees. 2021/22 was the baseline year for this measure. Development and piloting of the program reflects 95% completion, with 100% completion achieved once the final program is implemented across Manitoba's core public service. The initial phase tools and templates are finalized and expected to launch during first quarter of 2023/24, while the final phase is expected to launch in the third quarter of 2023/24.

## 2. Advance Truth and Reconciliation

### Key Initiatives

- Delivered, promoted and encouraged employees to take workshops and facilitated discussions in Truth and Reconciliation, which were delivered by Indigenous service providers procured through the PSC.
- Began developing a new mandatory course in consultation with Indigenous Reconciliation and Northern Relations, informed by engagement with Indigenous communities, to be launched in 2023.
- Enhanced PSC's supports for employees and leaders that help retain Indigenous employees, including implementing a new Leaders' Guide to Indigenous Healing Supports.
- Strengthened recruitment practices to attract and retain Indigenous Peoples within Manitoba's core public service.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
2.a. Increase the percentage of Manitoba's core public service that has completed reconciliation training.	-	-	20%	<b>11%</b>
2.b. Achieve a minimum 90% retention rate of Indigenous employees in Manitoba's core public service.	94%	93%	90%	<b>93%</b>



### **2.a. Increase the percentage of Manitoba's core public service that has completed reconciliation training:**

This measure captures the percentage of public servants that have taken reconciliation training offered through the PSC, including a variety of new and piloted workshops and courses offered over the fiscal year. The baseline was established in 2020/21. The target was not met in 2022/23 as training captured through this measure was not mandatory for public servants and does not include the completion of other reconciliation training taken, including at the department level. This measure is being discontinued in 2023/24 and progress instead will be measured using the PSC's new mandatory reconciliation course which is scheduled to launch in 2023/24. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

It is assumed that public servants will implement the learnings of the training through their work, thereby advancing reconciliation in their workplace. This measure supports the Truth and Reconciliation Commission's Call to Action 57 – "We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal– Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism".

### **2.b. Achieve a minimum 90% retention rate of Indigenous employees in Manitoba's core public service:**

This measure captures the percentage of Indigenous employees retained in Manitoba's core public service in each fiscal year. A target of 90% was established in the baseline year 2019/2020 and identified based on the average retention rate in government organizations being between 85 to 90%. In 2022/23, we surpassed the target and achieved a 93% Indigenous employee retention rate in Manitoba's core public service. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

This measure supports the Manitoba government's broader objective of increasing Indigenous representation in its workforce and is aligned with the spirit and intent of Call to Action 92 of the Truth and Reconciliation Commission of Canada, which calls on employers to ensure, among other things, that Indigenous Peoples have equitable access to employment opportunities. Promoting an environment within the public service where Indigenous Peoples can grow, thrive and progress in their chosen careers is an ongoing and important objective of Manitoba's core public service. Measuring the rate of retention of Indigenous Peoples within the public service provides valuable information on how government might develop further resources and approaches to enhance the experience of Indigenous Peoples within our workforce.

## **3. Build an inclusive and representative public service**

### **Key Initiatives**

- Continued to track and report on the representation of designated employment equity groups (women, Indigenous Peoples, visible minorities and persons with disabilities) in Manitoba's core public service, to continue to build an inclusive public service representative of the public we serve.
- In building a diverse and representative public service, continued to promote and track preference and designated competitions for designated employment equity groups, and strengthen internship, equity and employee development programs.
- Supported an inclusive workforce by increasing diversity and inclusion-related learning events and courses, and implementing a new Diversity and Inclusion policy under the Public Service Act, which is committed to achieving an inclusive public service at all levels in the organization.

- Implemented the Manitoba Government Accessibility Plan (MGAP) for 2023 and 2024, which is available for the first time with a version in American Sign Language (ASL) interpretation. The plan will build upon and strengthen efforts underway in customer service, employment practices, information and communications, training and education, and leadership in advancing accessibility.
- Continued to implement the Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including employee's perspectives on feeling included in the workplace, which will help inform enhancements to tools and resources to support diverse and inclusive workplaces.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
3.a. Achieve a minimum target of 70% positive responses to Employee Perspectives Program survey questions related to employee's perspectives on feeling included in the workplace.	69%	67%	70%	<b>70%</b>
3.b. Number of designated employment equity benchmarks met within Manitoba's core public service, including within senior management positions. Targets are based on meeting at least 4 of the designated employment equity groups within Manitoba Public Service positions, including at the senior leadership level.	3/8	3/8	4/8	<b>4/8</b>
3.c. Percentage of Manitoba's core public service who have completed mandatory diversity and inclusion training.	-	-	90%	<b>88%</b>

**3.a. Achieve a minimum target of 70% positive responses to Employee Perspectives Program survey questions related to employees' perspectives on feeling included in the workplace:** This measure captures employee's perspectives on diversity and inclusion. The results help to assess and enhance PSC programs and services that foster a workplace culture that values diversity, respect, accessibility, and inclusion. The agreement score percentage to the EPP survey question related to employee's perspectives on feeling included in the workplace will be compared over time to gauge progress in this measure. The 2020/21 baseline represents results from the December 2020 EPP survey, and the 2022/23 actual represents results from the January 2023 EPP survey.

**3.b. Number of designated equity benchmarks met within the public service, including within senior management positions:** Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba, at all levels of the organization, including senior management. This measure captures diversity in Manitoba's core public service and in senior management. Designated employment equity groups include women, Indigenous Peoples, visible minorities, and persons with

disabilities. Employment equity status is self-identified on a voluntary basis by employees when hired into a position or at any time during their employment with Manitoba's core public service. The number of employment equity benchmarks met in Manitoba Public Service positions, and at the senior leadership level will be assessed to gauge progress on this measure.

**3.c. Percentage of Manitoba's core public service who have completed mandatory diversity and inclusion training:** The PSC offers a variety of training related to diversity and inclusion for employees. This measure captures the percentage of Manitoba's core public service that have taken related training offered through the PSC. It is assumed that public servants will implement course learning through their work, supporting inclusive workplaces. In the 2020/21 baseline year, a 90% completion rate was identified as a reasonable target for this measure. The 2022/23 actual represents the completion rate as of March 31st, 2023. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

#### 4. Increase respect in the public service

##### Key Initiatives

- Promoted respectful workplace resources and support for leaders and employees, including reminders to annually complete mandatory respectful workplace training.
- Assessed employee's perspective regarding respect in the workplace to support enhancement to respectful workplace resources and supports.
- Continued to investigate and address respectful workplace issues in a timely manner, and publicly reported on the number of substantiated respectful workplace complaints in the public service.
- Continued to implement the Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including employee's perspectives on respect in the workplace, which helped inform enhancements to tools and resources to support respectful workplaces.

##### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
4.a. Achieve a minimum target of 70% of positive responses to Employee Perspectives Program survey questions related to employees' perspectives on respect in the workplace.	83%	78%	70%	<b>80%</b>
4.b. Decrease the number of substantiated respectful workplace complaints in the public service.	71	53	50	<b>154</b>
4.c. Percentage of Manitoba's core public service that have completed mandatory respectful workplace training.	-	-	90%	<b>78%</b>

**4.a. Achieve a minimum target of 70% of positive responses to Employee Perspectives Program survey questions related to employee’s perspectives on respect in the workplace:** All public servants have influence and impact on their clients, colleagues and team members, and should strive to treat others with respect and dignity. The measure captures employee perspectives on respect in the workplace. The results help to identify opportunities for PSC to continue to build awareness, and offer training and other resources to support respect in Manitoba’s core public service. Percentage agreement scores to EPP survey questions related to employee’s perspectives on respect in the workplace were averaged to determine the overall agreement score. The results of the EPP surveys will be compared over time to gauge progress in this measure. The 2020/21 baseline represents results from the December 2020 EPP survey, and the 2022/23 actual represents results from the January 2023 EPP survey.

**4.b. Decrease the number of substantiated respectful workplace complaints in the public service:** All public servants are responsible to create and sustain a respectful workplace culture, which includes reporting inappropriate conduct. The number of substantiated respectful workplace complaints demonstrates the most objective indicator of the presence of disrespectful behavior in Manitoba’s core public service including sexual and general harassment, and bullying. This measure captures changes in the number of substantiated complaints, and helps to inform opportunities for PSC to continue to build awareness, and offer training and other resources, to increase respect in Manitoba’s core public service. The baseline was established in 2019/20, and a 5% reduction in the number of substantiated complaints from the previous fiscal year was identified as a target. In 2022/23, the target was not achieved due in part to greater engagement between employees as staff shifted from remote work to returning to the physical workspace post-COVID, as increased physical contact lends itself to some individuals encountering or experiencing disrespectful behaviour. Additionally, the shift to a “no wrong door” approach in reporting complaints has improved an employee’s ability to submit a complaint. While the number of allegations has increased, it also reflects a greater comfort level to identify and raise conduct that is deemed inappropriate. It should be noted that an error was found in the data previously reported on this measure, and has been corrected in the above table.

**4.c. Percentage of Manitoba’s core public service that have completed mandatory respectful workplace training:** This measure captures the percentage of Manitoba’s core public service that has taken the updated mandatory respectful workplace training. Completion of the training is now an annual requirement. It is assumed that public servants will implement this learning through their work, supporting inclusive and respectful workplaces. 2022/23 was used to establish a baseline for this measure. A 90% completion rate was identified as a reasonable target for this measure; however, this was not achieved due to competing priorities and constraints within departments. Moving forward, the PSC will enhance communications to promote the course and its importance. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

# Working Smarter – Delivering Client-Centred Services

## 5. Improve the effectiveness and efficiency of our programs and services

### Key Initiatives

- The PSC began implementing an organizational redesign to better align resources and build capacity to deliver services across government.
- Continued the development of a new classification system and job evaluation tools.
- Reviewed and updated SAP reporting tools, and maintained the Talent Analytics Dashboards for each department to support timely evidence-based workforce planning.
- Continued to implement the new Employee Perspectives Program, including regular pulse surveys to support timely feedback from employees related to employee engagement and other factors of workplace satisfaction.
- Continued to investigate and address respectful workplace and other workplace issues in a timely manner, and publicly report on the number of substantiated complaints related to disrespect and other workplace issues in the public service.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
5.a. Achieve a minimum target of 70% of classification review requests completed within the first 60 working days.	75%	75%	70%	<b>75%</b>
5.b. Achieve a minimum target completion rate of 50% of respectful workplace investigations completed within 30 working days.	38%	38%	50%	<b>14%</b>
5.c. Achieve a minimum target completion rate of 50% of investigations into other workplace issues completed within 60 working days.	55%	55%	50%	<b>48%</b>

**5.a. Achieve a minimum target of 70% of classification review requests completed within the first 60 working days:** By improving completion time for classification reviews within Manitoba's classification program, the PSC is increasing the efficiency of our processes, and in turn the effectiveness of our service delivery to Manitoba Public Servants within government who provide programs and services to Manitobans. A baseline was established in 2021/2022 with a target to complete 70% of requests received within the first 60 working days. The target was exceeded in 2022/23.

**5.b. Achieve a minimum target completion rate of 50% of respectful workplace investigations completed within 30 working days:** By ensuring respectful workplace issues in Manitoba's core public service are investigated in a timely manner, the PSC is increasing the efficiency of our processes, and in turn the effectiveness of our service delivery to the Manitoba's core public service who provides programs and

services to Manitobans. Addressing respectful workplace issues and implementing actions in a timely manner also strengthens the respectful workplace culture in Manitoba's core public service. Every effort is made to investigate respectful workplace issues within 30 working days. A baseline was established in 2021/2022 with a target of completing at least 50% of respectful workplace complaints within 30 working days. The target was not achieved in 2022/23 due to competing priorities and constraints beyond the Investigator's control. The implementation of the department redesign in 2023/24 will reduce the number of the Investigator's competing priorities.

**5.c. Achieve a minimum target completion rate of 50% of investigations into other workplace issues completed within 60 working days:** By ensuring workplace issues in Manitoba's core public service are investigated in a timely manner, the PSC is increasing the efficiency of our processes and in turn the effectiveness of our service delivery to the Manitoba Public Service who provides programs and services to Manitobans. Addressing workplace issues and implementing actions in a timely manner also fosters workplaces that are built on safety, respect, trust, and inclusion. Every effort is made to investigate workplace issues within 60 working days (other than respectful workplace issues that have a target of 30 working days). A baseline was established in 2021/2022 with a target of completing at least 50% of workplace complaints within 60 working days. The target was not achieved in 2022/23 due to competing priorities and constraints beyond the Investigator's control. The implementation of the department redesign in 2023/24 will reduce the number of the Investigator's competing priorities.

## **6. Strengthen our Collaboration**

### **Key Initiatives**

- Continued to increase communication, including through the PSC hub for PSC staff, to support awareness and alignment of PSC work.
- Continued to lead and engage in cross government committees and working groups to support collaboration, as well as advance PSC policies, programs and initiatives that support a respectful, ethical, diverse, inclusive, and engaged public service.

# Public Service – Delivering Client-Service Excellence

## 7. Build our capacity to deliver

### Key Initiatives

- Supported capacity building of PSC through consistent onboarding processes and annual learning plan reviews.
- Continued to implement the Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including PSC employees' perspectives on their capacity to deliver on Manitoba government's priorities, to inform enhancements to capacity building tools and resources for employees.

### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
7.a. Percentage of PSC employees with a current completed Performance Development Conversation Form.	-	-	60%	46%

**7. a. Percentage of public service commission employees with a current completed Performance Development Conversation Form:** This measure tracks the percentage of PSC employees who have completed a formal Performance Development Conversation Form with their supervisor each fiscal year. Completion of annual performance development conversations helps employees and supervisors work together to improve performance to ensure work expectations are met and that employees are provided with the tools necessary to support the programs and services Manitobans rely on. 2022/23 was used to establish a baseline for this measure. A 60% completion rate was identified as a reasonable target for this new measure, but was not met in 2022/23 due ongoing modernization efforts being undertaken in the performance development review process. Data for this measure is from March 31, 2023 and may not reflect the current department composition.

## 8. Advance inclusion in our workplace

### Key Initiatives

- Increased the number and accessibility of diversity and inclusion-related learning events and courses.
- Continued to track representation for the four employment equity groups (women, Indigenous Peoples, visible minorities and persons with disabilities) within PSC positions.
- Updated the Manitoba Government Diversity and Inclusion Strategy and implemented a new Diversity and Inclusion policy under the new Public Service Act, which is committed to achieving an inclusive public service at all levels in the organization.
- Continued to implement the Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including feeling included in the workplace, which were used to inform enhancements to tools and resources to support diverse and inclusive workplaces.



## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
8.a. Percentage of public service commission employees who have completed mandatory diversity and inclusion training.	89%	88%	90%	95%

**8.a. Percentage of public service commission employees who have completed mandatory diversity and inclusion training:** This measure captures the percentage of PSC employees that have completed mandatory diversity and inclusion training offered through the PSC. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90% completion rate was identified as a reasonable target for this measure.

## 9. Strengthen respect in our workplace

### Key Initiatives

- Continued to build awareness and offer training and other resources to support respect in workplaces.
- Continued to implement the new Employee Perspectives Program to gauge employee engagement and other factors of workplace satisfaction, including on respect in the workplace, to inform enhancements to tools and resources to support respectful workplaces.

## Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
9.a. Percentage of public service commission employees who have completed mandatory respectful workplace training.	-	-	90%	92%

**9.a. Percentage of public service commission employees who have completed mandatory respectful workplace training:** This measure captures the percentage of PSC employees that have completed the updated mandatory respectful workplace training offered through the PSC. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. 2022/23 was used to establish a baseline for this measure. A 90% completion rate was identified as a reasonable target for this measure, and the target was exceeded in 2022/23. Data for this measure is from March 31, 2023 and may not reflect the current department composition.



## Value for Money – Protecting Manitoba’s Bottom Line

### 10. Provide value for money

#### Key Initiatives

- Limited paper usage within the PSC.
- Provided information to PSC staff involved in monthly cashflow reporting to more accurately reflect when positions will be filled in forecasting.

#### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
10.a. Decrease percentage of paper usage.	0%	30%	6%	30%
10.b. Improve accuracy of forecasting staffing and salary/benefit costs	-	-	5%	7%

**10.a. Decrease percentage of paper usage:** This measure identifies the percent reduction in the number of packages of paper consumed by the PSC in a fiscal year, which indicates an overall reduction in unnecessary paper usage. Reducing unnecessary paper usage in government is a significant initiative that will reduce expense and waste, contribute to sustainability and demonstrate value and cost effectiveness. The baseline was established in 2019/2020. It should be noted that one of the methods of tracking used in this calculation during this period also included other office supplies. Additional analysis and estimation was undertaken to identify actuals for this measure.

**10.b. Improve accuracy of forecasting staffing and salary/benefit costs:** This measure identifies the accuracy of salary and benefit cost forecasts as compared to actuals. Accurate forecasting supports better government and PSC financial planning and cash flows. This measure is also used in other jurisdictions. 2022/23 was used to establish a baseline for this measure. A target of +/- 5% was thought to be reasonable. In 2023, the PSC overestimated staffing and salary/benefit costs and did not meet the target due to the implementation of the Collective Agreement from 2019-2023 as well as a surplus in the 2018 Public Service Group Insurance Fund.

### 11. Balance the budget

#### Key Initiatives

- Worked within divisional operating budget(s)

#### Performance Measures

Measure	Baseline	2021/22 Actual	2022/23 Target	2022/23 Actual
11.a Percentage of operating budget expended	99.4%	100%	100%	100%

**11.a. Percentage of operating budget expended:** This measure looks at the department's Part A operating expenditures, specifically how the department's expenditures (actual voted amount spent) are against the budget (planned amount). The Manitoba Government is committed to continuously balance the budget. Monitoring this measure will help the department identify trends, mitigate risks, and capitalize on opportunities. The baseline was established in 2020/21, and the measure was on target in 2022/23.

# FINANCIAL DETAILS

## Consolidated Actual Expenditures

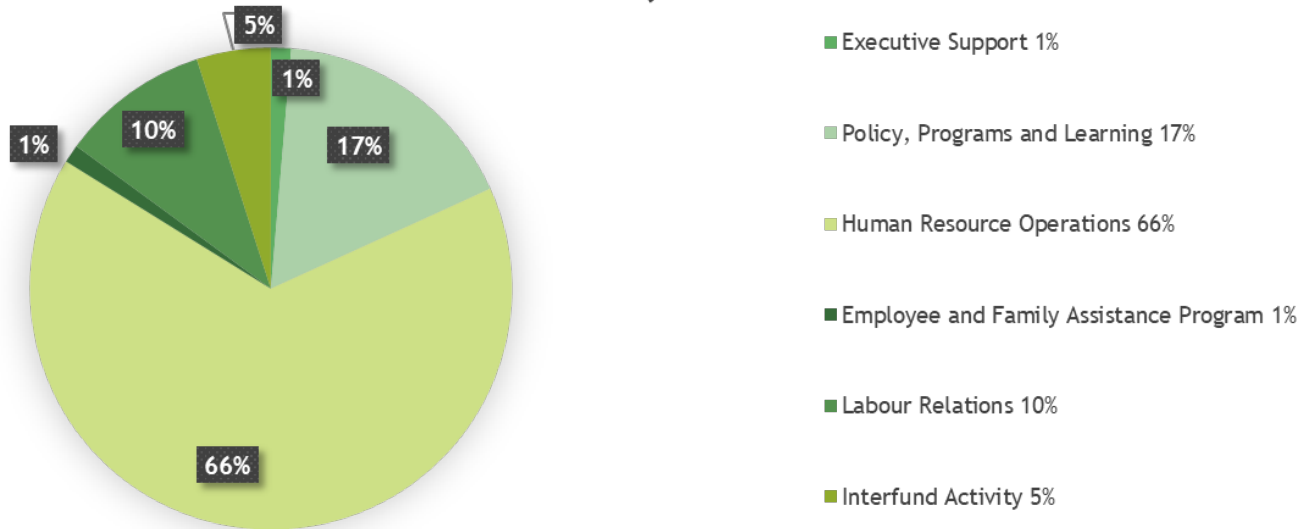
This table includes the expenditures of the department and Other Reporting Entities that are accountable to the Minister and aligns to the Summary Budget.

### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year (\$000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2022/23 Actual	2021/22 Actual
Public Service Commission	38,587	-	-	38,587	35,255
Interfund Activity	-	-	1,700	1,700	2,600
<b>TOTAL</b>	<b>38,587</b>	-	<b>1,700</b>	<b>40,287</b>	<b>37,855</b>

## Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2022/23, Actuals



# Summary of Authority

## Detailed Summary of Authority by Appropriation (\$000s)

Detailed Summary of Authority	2022/23 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2022/23	Supplementary Estimates
<b>Part A – OPERATING (Sums to be Voted)</b>						
Public Service Commission	26,283	-	-	12,304	38,587	-
<b>Subtotal</b>	26,283	-	-	12,304	38,587	-
<b>Part A – OPERATING (Non-Voted)</b>						
<b>TOTAL PART A - OPERATING</b>	26,283	-	-	12,304	38,587	-
<b>Part B – CAPITAL INVESTMENT</b>	-	-	-	-	-	-
<b>Part C – LOANS AND GUARANTEES</b>	-	-	-	-	-	-
<b>Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT</b>	-	-	-	-	-	-

<b>Part A – OPERATING</b>	<b>2022/23 Authority \$ (000's)</b>
<b>2022/23 MAIN ESTIMATES – PART A</b>	<b>26,283</b>
<b>Allocation of funds from:</b>	
Enabling vote & Internal Service Adjustments	12,304
<b>Sub-total</b>	<b>12,304</b>
<b>In-year re-organization from:</b>	-
<b>Sub-total</b>	-
<b>2022/23 Authority</b>	<b>38,587</b>

## Part A: Expenditure Summary by Appropriation

### Departmental Actual Expenditures

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year (\$000s)

Authority 2022/23	Appropriation	Actual 2022/23	Actual 2021/22	Increase (Decrease)	Explanation Number
17-1 PUBLIC SERVICE COMMISSION					
	(a) Executive Support				
511	Salaries and Employee Benefits	510	526	(16)	
56	Other Expenditures	38	516	(478)	
	(b) Policy, Programs and Learning				
4,433	Salaries and Employee Benefits	4,058	4,001	57	
3,240	Other Expenditures	2,783	2,552	231	
	(c) Human Resource Operations				
24,803	Salaries and Employee Benefits	25,419	21,390	4,029	1
1,163	Other Expenditures	1,239	2,478	(1,239)	2
	(d) Employee and Family Assistance Program				
461	Salaries and Employee Benefits	581	449	132	
(53)	Other Expenditures	(84)	(166)	82	
	(e) Labour Relations				
3,273	Salaries and Employee Benefits	3,479	3,116	363	
700	Other Expenditures	564	393	171	
<b>38,587</b>	<b>Total Expenditures</b>	<b>38,587</b>	<b>35,255</b>	<b>3,332</b>	

Explanation(s):

1. Variance is due to temporary staffing to support COVID-19 response.
2. Variance is due to reduction of other expenditures required for the set up temporary staffing to support COVID-19 response in previous year.

## Revenue Summary by Source

### Departmental Actual Revenue

For the fiscal year ended March 31, 2023 with comparative figures for the previous fiscal year (\$000s)

Actual 2021/22	Actual 2022/23	Increase (Decrease)	Expl. No.	Source	Actual 2022/23	Estimate 2022/23	Variance Over/(Under)	Expl. No.
				<b>Other Revenue</b>				
30	6	(24)		Sundry	6	21	(15)	
30	6	(24)		Subtotal	6	21	(15)	
30	6	(24)		<b>Total Revenue</b>	6	21	(15)	

# Departmental Program and Financial Operating Information

## Public Service Commission Main Appropriation (Res. No. 17.1)

The PSC is the independent and impartial agency responsible for leading effective human resource and labour relations management in government, and representing the public interest in the administration of The Public Service Act and regulations.

Sub-Appropriations	Actual 2022/2023	2022/2023 Authority	
	\$(000s)	FTEs	\$(000s)
Executive Support	548	4.00	567
Policy, Programs and Learning	6,841	58.50	7,673
Human Resource Operations	26,658	293.75	25,966
Employee and Family Assistance Program	497	5.00	408
Labour Relations	4,043	28.00	3,973
	<b>38,587</b>	<b>389.25</b>	<b>38,587</b>

**Executive Support:** Provides management and policy direction for the PSC, and advises government on strategic human resource management issues.

### 1 (a) Executive Support

Expenditures by Sub-Appropriation	Actual 2022/2023	Authority 2022/23		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	510	4.00	511	(1)	
Other Expenditures	38		56	(18)	
<b>Total Sub-Appropriation</b>	<b>548</b>	<b>4.00</b>	<b>567</b>	<b>(19)</b>	



**Policy, Programs and Learning:** Leads the development and implementation of workforce legislation, policies, programs, initiatives and metrics that advance the transformation of the Manitoba government's public service culture and support the continued attraction, recruitment and development of a respectful, ethical, diverse, inclusive and engaged public service. The branch also provides learning and development opportunities that enable employees to maximize their potential and become more effective and innovative in their work.

### **Key Results Achieved**

- The branch developed and enhanced policies and resources, upholding the values of an ethical and effective public service as set out in The Public Service Act, and reminded employees to complete mandatory training that supports upholding these values, including annual completion of respectful workplace training.
- Enhanced PSC's supports for employees and leaders that help retain Indigenous employees, and deliver, promote and encourage employees to take training workshops in Truth and Reconciliation.
- Consulted with public service leaders and employees across departments in the design of a new corporate onboarding experience for all public servants to be launched in 2023-24.
- Collected valuable employee insights through the EPP to gauge employee engagement and other factors of workplace satisfaction, including leadership, capacity to deliver, employee development, workplace culture, and retention.
- Implemented a new Diversity and Inclusion policy which is committed to achieving an inclusive public service at all levels in the organization. Created a dedicated Accessibility Consultant position to advance accessibility across Manitoba's Public Service, and developed resources and training to support safe, inclusive, and respectful workplaces.
- The Leaders in Training Program (LTP), a paid internship program that helps develop future leaders, was enhanced with the launch of a new data science stream to attract new data scientists and expertise across government.
- Supported capacity building of public servants through self-directed learning and development by administering the Learning Fund, delivered leadership development and learning programs, and worked with Indigenous-led organizations and the Employee Network Group Touchstone to offer a variety of workshops and courses in truth and reconciliation for public servants at all levels of government.
- Regularly promoted respectful workplace resources and support for leaders and employees, including reminders to annually complete mandatory respectful workplace training.
- Reviewed and updated SAP reporting tools and maintained the Talent Analytics Dashboards for each department to support evidence-based workforce planning. Data quality checks and data modernization were conducted to realign with the new Public Service Act. Achievements in this area included: establishing a business process to track bilingual employees in French Language Services (FLS) designated positions, and developing a new Learning Fund intake platform to streamline the application process.

## 1 (b) Policy, Programs and Learning

Expenditures by Sub-Appropriation	Actual	Authority 2022/23		Variance	Expl. No.
	2022/2023			Over/(Under)	
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	4,058	58.50	4,433	(375)	
Other Expenditures	3,170		3,536	(366)	
Grant Assistance	-		24	(24)	
Less: Recoverable from Other	(387)		(320)	(67)	
<b>Total Sub-Appropriation</b>	<b>6,841</b>	<b>58.50</b>	<b>7,673</b>	<b>(832)</b>	

**Human Resource Operations (HRO):** Provides advice and support to government departments and agencies in the areas of recruitment and selection, employee and labour relations, learning and development, organizational design and development, supportive employment, and pay and benefits.

### Key Results Achieved

- Continued to develop workforce policies, tools, resources and processes to support capacity building of managers and employees.
- Strengthened recruitment practices to attract and retain Indigenous Peoples within Manitoba's core public service.
- Promoted and tracked preference and designated competitions for designated employment equity groups.
- Increased communication, including through the PSC hub for PSC staff to support awareness and alignment of PSC work.
- Updated Public Service Commission forms and templates with gender-neutral language to promote greater gender inclusivity.
- Launched new staffing toolkits for HR practitioners and hiring managers including short videos explaining each step in the recruitment process.
- Implemented a new internal system to coordinate registration and representation of staff at career fairs to represent the Manitoba government as an employer of choice.
- Implemented consistent onboarding processes with HRO staff, and support regular learning plan reviews.
- Continued to provide advice and support to government departments and agencies to support safe, respectful, diverse and inclusive workplaces.
- Continued to implement recruitment strategies to address current and future employment needs, and ensure a sustainable workforce exists to meet the needs of Manitobans (please see [Appendix E](#) for competitions statistics).
- Supported innovation in human resource delivery through the coordination of divisional projects and initiatives aligned with the division, department and government. Includes leading work aimed at streamlining, modernizing and innovating human resources operational service delivery.
- Created the Talent Acquisition Branch to provide dedicated recruitment services for the Public Service. The branch operated under a pilot from December 2022 to the end of the fiscal year.

## 1 (c) Human Resource Operations

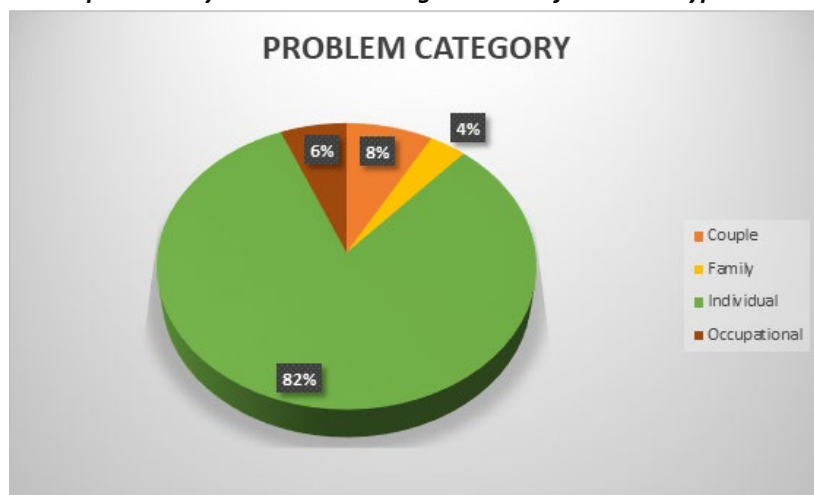
Expenditures by Sub-Appropriation	Actual 2022/2023	Authority 2022/23		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	25,419	293.75	25,241	178	
Other Expenditures	1,239		1,163	76	
Less: Recoverable from Other	-		(438)	438	
<b>Total Sub-Appropriation</b>	<b>26,658</b>	<b>293.75</b>	<b>25,966</b>	<b>692</b>	

**The Employee and Family Assistance Program (EFAP):** Provides confidential short-term counselling services to employees and family members to assist with problems that have an impact on their home or work life. The program also supports the development of resources, workplace strategies and policies pertaining to human behaviour in the workplace.

### Key Results Achieved

- Provided and created awareness of mental health and wellness resources, to supplement existing services and resources available through EFAP.
- Supported the ongoing delivery of mental health and wellness training.
- During fiscal year 2022/23, 1,907 cases were addressed by counsellors. This is an increase of 8.2% from the previous year.
- Approximately 87% of services are provided within the Manitoba government with the remaining 13% provided under fee-for-service contracts to other public service organizations.
- In 2022/23, a total of 1,853 individual employees or eligible family members received EFAP services. This is a 3.8% increase from the previous year.

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



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

## 1 (d) Employee and Family Assistance Program

Expenditures by Sub-Appropriation	Actual 2022/2023	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	581	5.00	461	120	
Other Expenditures	44		76	(32)	
Less: Recoverable from Other	(128)		(129)	1	
<b>Total Sub-Appropriation</b>	<b>497</b>	<b>5.00</b>	<b>408</b>	<b>89</b>	

**Workforce Relations:** Provides strategic employee and labour relations advice and support, negotiates and administers collective agreements on behalf of the Manitoba Government to foster positive and collaborative working relationships with unions, and administers the public service job classification program, employee benefit and total rewards programs.

The Total Rewards Branch is responsible for job evaluation, compensation and benefits policy and plan design, central administrative and negotiations of government-wide benefits and insurance programs, research and consultative services, and strategic advice on compensation matters.

The Employee and Labour Relations Branch provides strategic labour relations advice and expertise including negotiation and administration of collective agreements, contract interpretation and enforcement, workforce management, investigations leadership and support, and represents the employer in grievances and arbitrations and other tribunals.

### Key Results Achieved

- Continued to develop workforce policies, tools, resources and processes to support capacity building of managers and employees.
- The IU completed its second year of guiding government towards standardized investigation procedures and statistics. The IU is responsible for intake and coordination for employee investigations; provides advice and guidance on investigatory matters, and promotes consistent approaches and statistical reporting across the public service. (Please see [Appendix F](#) for statistics related to investigations and interventions related to sexual harassment, harassment / bullying, and other forms of misconduct).
- Continued to represent the employer in collective agreement negotiations and administration for bargaining units, as well as represent the employer in grievances and labour arbitrations proceedings. (Please see [Appendix E](#) for further information on collective agreement negotiations).
- Continued to provide employee and labour relations services, workforce change support and strategic advice to government, including human resource staff and management, as well as conduct workshops for human resource staff and management on various employee and labour relations topics. (Please see [Appendix E](#) for further information).
- Continued to administer the government's job classification program, including the evaluation of all job classification requests, (please see [Appendix E](#) for further information), as well as continued the development of a new classification system and job evaluation tools.

- Continued to participate in and conduct surveys on compensation and job evaluation matters with local and national employers, both in the private and public sectors, to support enhancements to related functions within Manitoba's core public service.
- Continued to support better government and department financial planning and cash flows through improved forecasting of staffing and salary/benefit costs.

#### 1 (e) Workforce Relations

Expenditures by Sub-Appropriation	Actual 2022/2023	Authority 2022/23		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	3,479	28.00	3,273	206	
Other Expenditures	564		700	(136)	
<b>Total Sub-Appropriation</b>	<b>4,043</b>	<b>28.00</b>	<b>3,973</b>	<b>70</b>	

# Other Key Reporting

## Departmental Risk

The Public Service Commission provides leadership in risk analysis through its Comptrollership framework and by creating a risk management culture that facilitates assessment and management of risk. Risk is managed for policy, operations, human resources, financial, legal, health and safety, environment and reputation within a legislative environment, both in regards to the probability of occurrence and degree of damage and strategies for mitigating or minimizing potential situations.

A continuous, proactive, and systematic process is undertaken to ensure that decisions support the achievement of organizational corporate objectives. This enterprise approach ensures that accidents and unexpected losses are minimized.

Through fiscal year 2022/23, the commission undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Capacity to effectively and efficiently deliver client services, and to meet departmental objectives and government priorities.	<ul style="list-style-type: none"><li>• The commission continues to streamline processes, improve communication, and offer training and development opportunities. PSC is undergoing an organizational review of its structure, roles and functions, and distribution of staff with a view to provide services in a more efficient and effective way.</li><li>• Work continues to streamline recruitment processes and templates, supported by a new Talent Acquisition policy under The Public Service Act, which was proclaimed on February 26th, 2022.</li><li>• Under The Public Service Act, a new Employee Engagement and Recognition policy was implemented on February 26th, 2022, which supports policies, programs and initiatives that contribute to the key drivers of engagement, including workplace culture, leadership, capacity and employee development.</li><li>• A new Flexible Work Arrangements policy was launched in June 2021 to enable management to consider flexible work requests from employees, provided they are consistent with the policy objectives and principles, do not impact service or program delivery, and are subject to operational requirements. Employees may request approval to perform their work remotely (from home or an alternate location) and/or adjust their working hours to help balance work with personal responsibilities.</li></ul>

## Regulatory Accountability and Red Tape Reduction

### Regulatory requirements

	April 1, 2022	March 31, 2023
Total number of regulatory requirements	235	235
Net change		-
Percentage change		-%

- Total number of regulatory requirements includes transfers of regulatory requirements in and out of the department in 2022/23.
- Net change includes the changes (sum of decreases and increases) in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.
- Percentage change includes percentage changes in regulatory requirements undertaken by the department in 2022/23 and is net of transfers of regulatory requirements in and out of the department.

# The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007, was amended in 2018, and gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, protecting employees who make those disclosures from reprisal. The act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

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

A disclosure made by an employee in good faith, in accordance with the act, and with a reasonable belief that wrongdoing has been, or is about to be, committed is considered to be a disclosure under the act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the act, and must be reported in a department’s annual report in accordance with Section 29.1.

The following is a summary of disclosures received by Manitoba Public Service Commission for fiscal year 2022/2023.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2022/ 2023
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
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)	NIL



## Equity and Diversity Benchmarks

Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba at all levels of the organization, including senior management. Employment equity status is self-identified on a voluntary basis when individuals are hired into a position or at any time during their employment with Manitoba's public service. Employment equity groups include women, Indigenous Peoples, visible minorities, and persons with disabilities. This measure will capture diversity in Manitoba's public service and in senior management.

Equity Group	Benchmarks	% Total Employees as at March 31, 2023
Women	50%	72.9%
Indigenous Peoples	16%	9.9%
Visible Minorities	13%	36.2%
Persons with Disabilities	9%	13.6%

# Appendices

## Appendix A – Recruitment, Development and Retention Programs Internship, Equity and Employee Development:

### **Internship and placement positions funded from sub-appropriation 17-1(b) and 17-1(c)**

#### **Leaders in Training Program (LTP)**

The LTP was established in 2019 to replace the previous Management Internship Program and Manitoba Diversity Internship Program. The program is designed to proactively recruit and develop individuals interested in pursuing a leadership role in the public service. The program provides an extensive orientation to government, relevant training and rotational work assignments through a one to two-year paid internship, depending on the stream.

The LTP features a general stream, financial stream, and in 2022 a new data science stream was implemented. Candidates apply to separate competitions depending on their interests. The general stream offers maximum exposure to government policy, program operations, administration and finance. The financial stream provides exposure to various areas responsible for financial management and analysis experiencing multiple areas of the organization, while the data science stream attracts new data scientists and expertise across government. Following successful completion, the interns are equipped to compete for professional level career opportunities within the Manitoba government.

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

The program was redesigned in May 2013 to recruit and introduce individuals who identify and self-declare as a member of one of the following employment equity groups: Indigenous Peoples, visible minorities, or persons with disabilities (PWD) to the systems and processes of government. The CGP 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) to departments which enables term employment during placements of three months (most common) up to 24 months. The program is promoted through advertising an ongoing opportunity on the Job Opportunities Website.

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.

#### **STEP Services**

STEP Services is the official student employment placement service for the Manitoba government. Eligible students can find full and part-time jobs with government departments, agencies, and Crown corporations throughout the year in various locations across the province.

## **Employee Networks:**

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

This employee network started in 2005. It brings new professionals from across all government departments and regions of the province 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.

### **Touchstone**

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has members from across Manitoba's Public Service. The group is formed of more experienced employees as well as newcomers, 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. 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. 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.

### **Accessibility Supports the Promotion of Inclusion, Respect and Equity (ASPIRE)**

ASPIRE works to promote accessibility, inclusion, respect and equity to support and educate employees of the Manitoba government. ASPIRE is dedicated to doing their part to create barrier-free and inclusive workplace environments. ASPIRE is an employee-led group that promotes the full inclusion and professional development of PWD and/or with chronic medical conditions. The network recognizes all invisible and visible disabilities, and self-declaration of a disability is not required to participate. Employees who are allies in sharing ASPIRE's goals and objectives are also welcome to join.

### **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 is open to all interested Manitoba government employees, including those who self-identify as 2SLGBTQQIA+ 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.

## **Other Learning and Development Supports:**

### **Community of Practices**

There are over ten community of practices (CoPs) established across Manitoba's Public Service, which are groups of employees who share a common interest in a topics such as policy making, data science, change management and innovation. CoPs provide an informal setting for employees to fulfill both individual and group goals. CoPs foster a space where public servants can learn, share experiences and collaborate.

### **Learning Champions**

Each department has identified at least one employee, called a Learning Champion, whose role is to answer questions, promote understanding of the 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 December of each year, and assist with events to support informal learning.

There are 19 Learning Champions representing departments across government as of March 31, 2023.

## **Leadership Development Programs:**

### **Executive and Senior Leadership Program (ELP) (SLP)**

York University's Schulich Executive Education Centre (SEEC) was engaged in 2022/23 to deliver executive and senior leadership development programming to Deputy Ministers, Assistant Deputy Ministers, and leaders who report to an Assistant Deputy Minister or equivalent. The ELP and SLP consisted of workshop modules, group coaching and opportunities to apply new learning through case studies and personal development action plans. Content focused on strengthening executive and senior level competencies to drive public sector transformation and strategic alignment.

### **Training Development for Managers**

In 2023, PSC offered workshops to over 120 managers that oversee day-to-day operations of a unit to coach for results, empower teams, and improve relationships. These offerings, equipped leaders to learn together to adopt a shared leadership model and vocabulary, as well as to consistently communicate and reinforce desired changes in leadership behaviour and organizational culture.

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

Launched in 2008/09, this 18-month certificate program with the University of Manitoba provides mid-managers and professional staff with an opportunity to build management skills, develop political acumen and financial literacy while acquiring post secondary credentials and transferable credits toward a university degree. In 2022/23, 17 leaders graduated from the program.

### **Leadership Foundations for Supervisors (LFS)**

The LFS is a professional development program for Manitoba government supervisors. The program is designed to:

- enhance knowledge, abilities and skills for personal and professional growth within the public sector
- provide new supervisors with the foundational skills and competencies to lead their teams in a culture of transformation and continuous improvement
- increase supervisors' confidence and contribution to public service

## Work Experience Programs:

### Volunteers in Public Service

This program supports providing opportunities for individuals to volunteer within the public service and gain relevant work experience, sharpen their 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.

## Internship, Equity and Employee Development Statistical Information

Internship, Equity and Employee Development Programs			
Internship Programs			
Leaders in Training Program			
	Total participants in the program <sup>1</sup>	Participants hired into government positions	Number of program participants in 2022/23 <sup>2</sup>
General Stream	39	27	13
Financial Stream	16	14	3
Data Science Stream	5	- <sup>3</sup>	5
Placement Programs			
Career Gateway Program <sup>4</sup>	749	564	4
• Placement Stream	434	249	4
• Referral Stream	315	315	-

<sup>1</sup> Represents total number of participants since program inception.

<sup>2</sup> Includes participants who are both continuing and entered into the program during the fiscal

<sup>3</sup> This is a new stream that commenced in 2022/23.

<sup>4</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 whom were subsequently hired into government positions. The program is currently under review and redesign.

Work Experience Program			
Volunteers in Public Service Program <sup>5</sup>	113	47	-
Project SEARCH	118	35 <sup>6</sup>	19

<sup>5</sup> Excludes work experience placements for students of educational and training programs administered by MB4Youth. The program is currently under review and redesign and there are no active participants.

<sup>6</sup> Includes summer employment terms through the Student Temporary Employment Program (STEP).

## Appendix 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 per the 2021 census was 38.4, up from 37.5 in July 2016. Statistics Canada reports that as per the 2021 census, the median age for Canada was 41.6 years.

Employers continue to have difficulty recruiting to professional level positions outside of Winnipeg and positions in trades and physical sciences 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 Public Service

The following table shows the total number of active public service employees by employee type<sup>7</sup> over the last four years.

Employee Type	2020	2021	2022	2023
Regular, Term, Technical, Departmental	12,128	11,988	12,248	11,854
Casual	222	220	242	172
Contract	21	24	24	28
<b>Total</b>	<b>12,371</b>	<b>12,232</b>	<b>12,514</b>	<b>12,054</b>

These figures include all active regular, term, technical, departmental, casual, and contract employees appointed under The Public 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.

<sup>7</sup> See definitions in Appendix H.

## Total Number of Public Servant Employees as at March 31st

Fiscal Year	2020/21	2021/22	2022/23
Number of Public Service Employees	12,332	12,514	12,054

### By Department for 2022/23

Department	As at March 31st, 2023
Offices of the Legislative Assembly	161
Executive Council	44
Advanced Education and Training	142
Agriculture	320
Economic Development, Investment and Trade	326
Education and Early Childhood Learning	389
Environment and Climate	267
Families	1,978
Finance	429*
Health	430
Indigenous Reconciliation and Northern Relations	73
Justice	3,621
Consumer Protection and Government Services	1,095*
Labour and Immigration	209
Mental Health and Community Wellness	56
Municipal Relations	257
Natural Resources and Northern Development	498
Public Service Commission	345
Seniors and Long Term Care	12
Sport, Culture and Heritage	107
Transportation and Infrastructure	1,295
<b>Total</b>	<b>12,054</b>

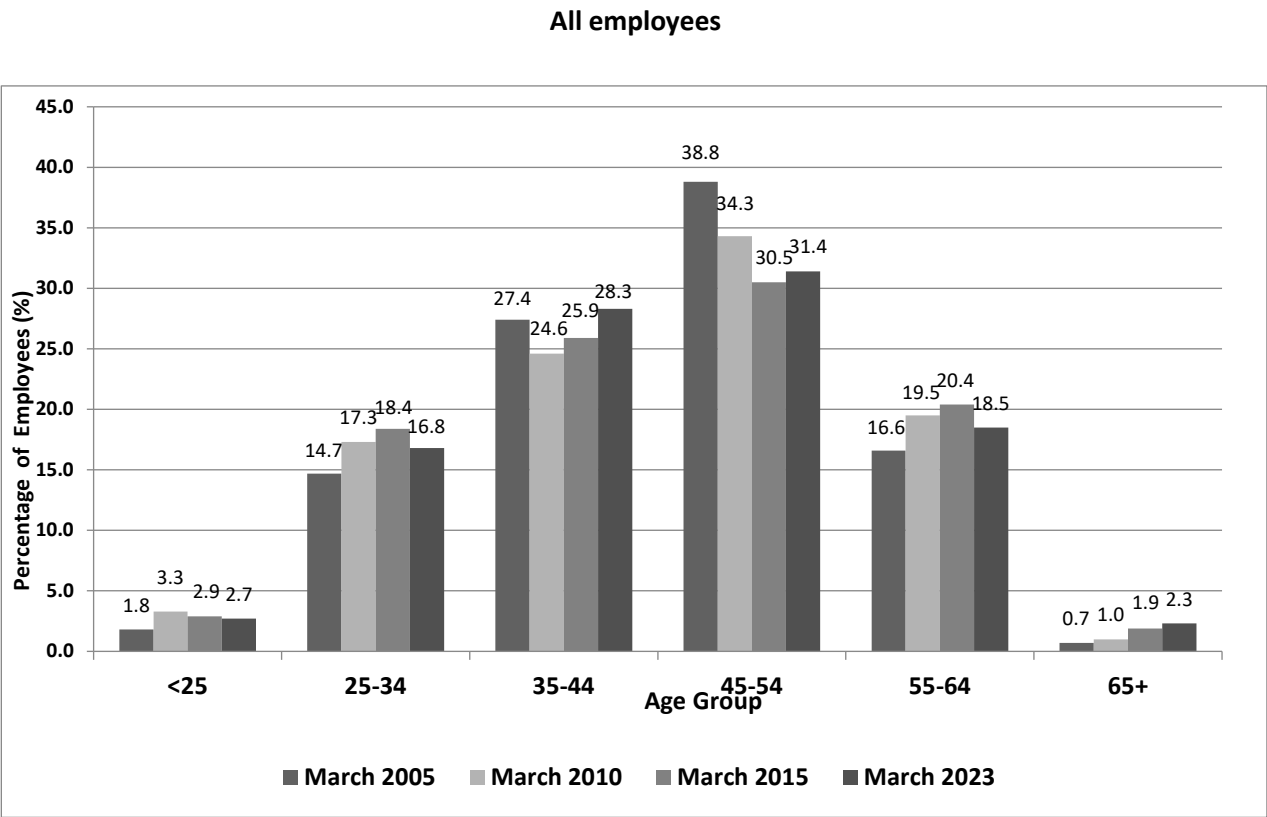
Note: \* - counts for Other Reporting Entities are included



Age Demographics

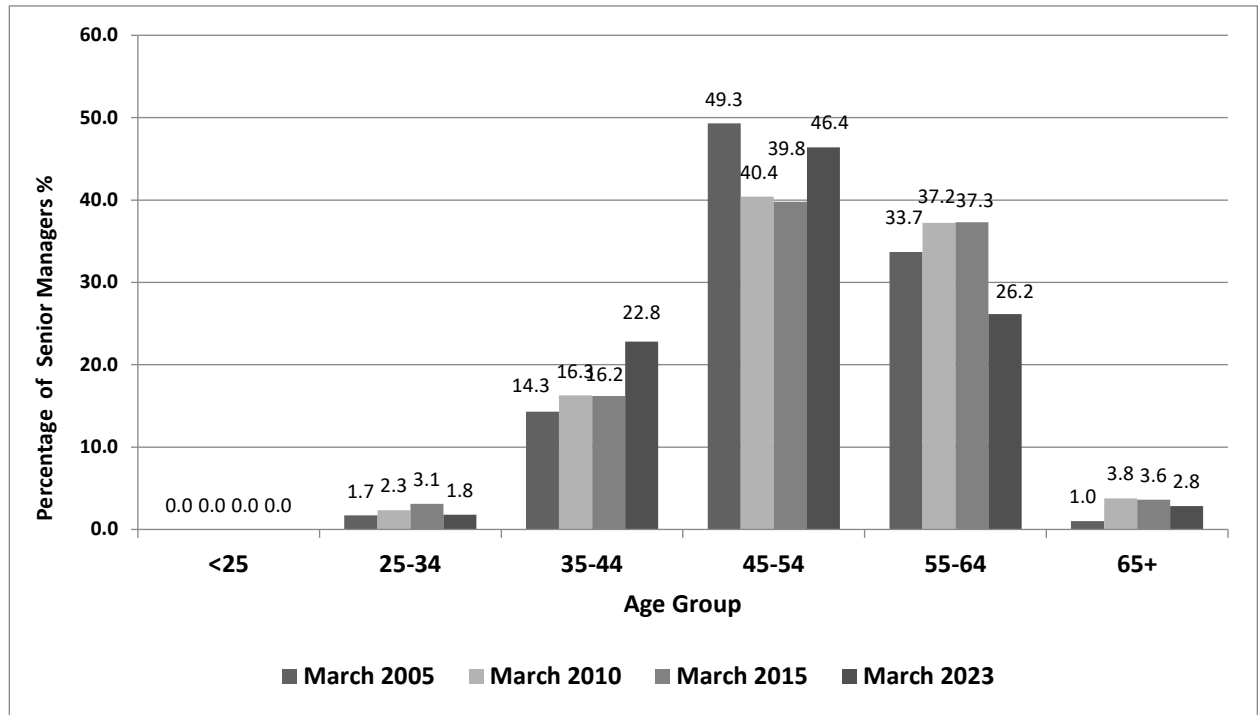
As at March 31, 2023, the average age of all public servants was 45.3 years, and that of senior managers was 50.5 years. Recent projections show that 33.1% of public servants<sup>8</sup> will be eligible to retire within five years, increasing to 53.7% within 10 years. At the senior manager<sup>2</sup> level, 47.9% of employees will be eligible to retire within five years, and 75.9% within 10 years.

The following chart provides a breakdown of all active employees<sup>2</sup> by age group as at March 31, 2023 followed by a similar breakdown of senior managers.



<sup>8</sup> Based on active regular, term, technical and departmental public servants (excludes contract and casual).

## Senior managers

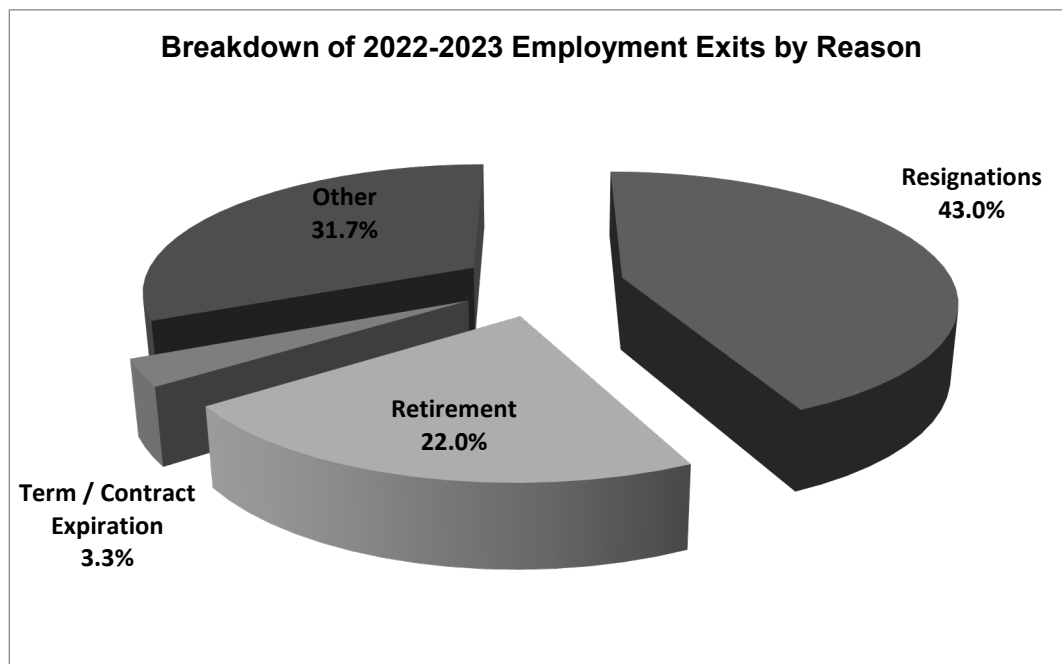


## Employee Turnover

The overall turnover rate<sup>9</sup> increased from 7.9% in 2021/22 to 13.4% in 2022/23.

Statistics also indicate that the average age at which public servants retired<sup>4</sup> during the 2022/23 fiscal year was 61 years, which is slightly higher than the average of 60.7 in each of the prior three years.

Over the course of 2022/23, a total of 2,045<sup>10</sup> employees left the public 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 public 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

<sup>9</sup> Turnover rate is based on regular employees only

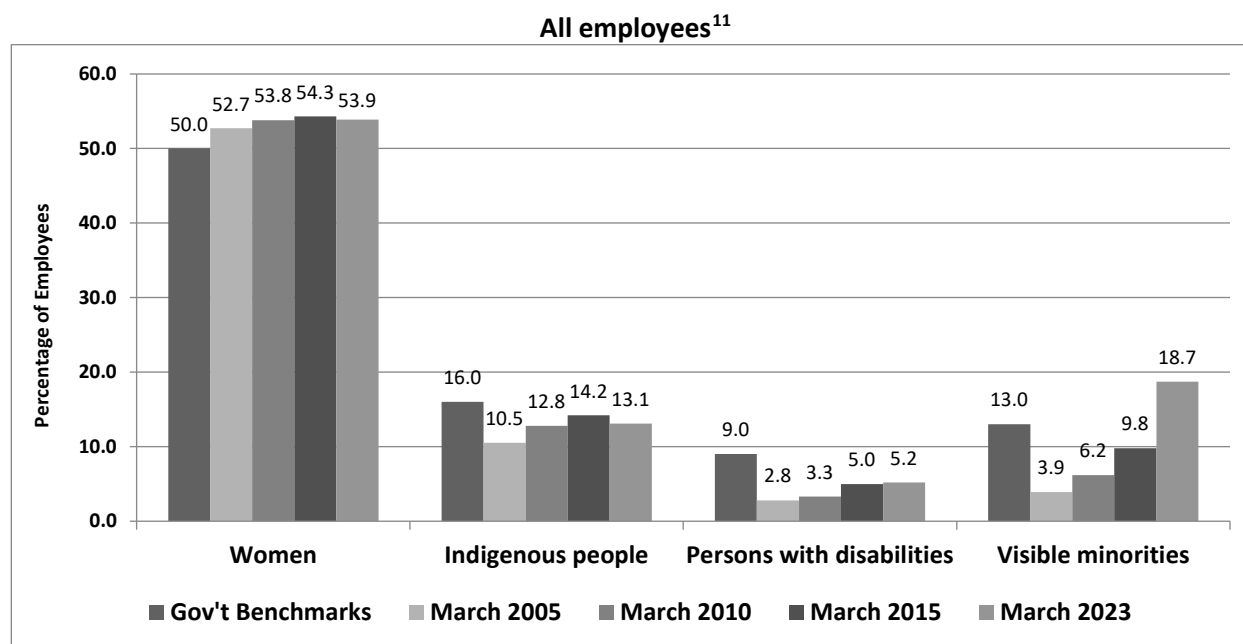
<sup>10</sup> Statistics on employment exits include regular and departmental employees

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 Peoples, 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

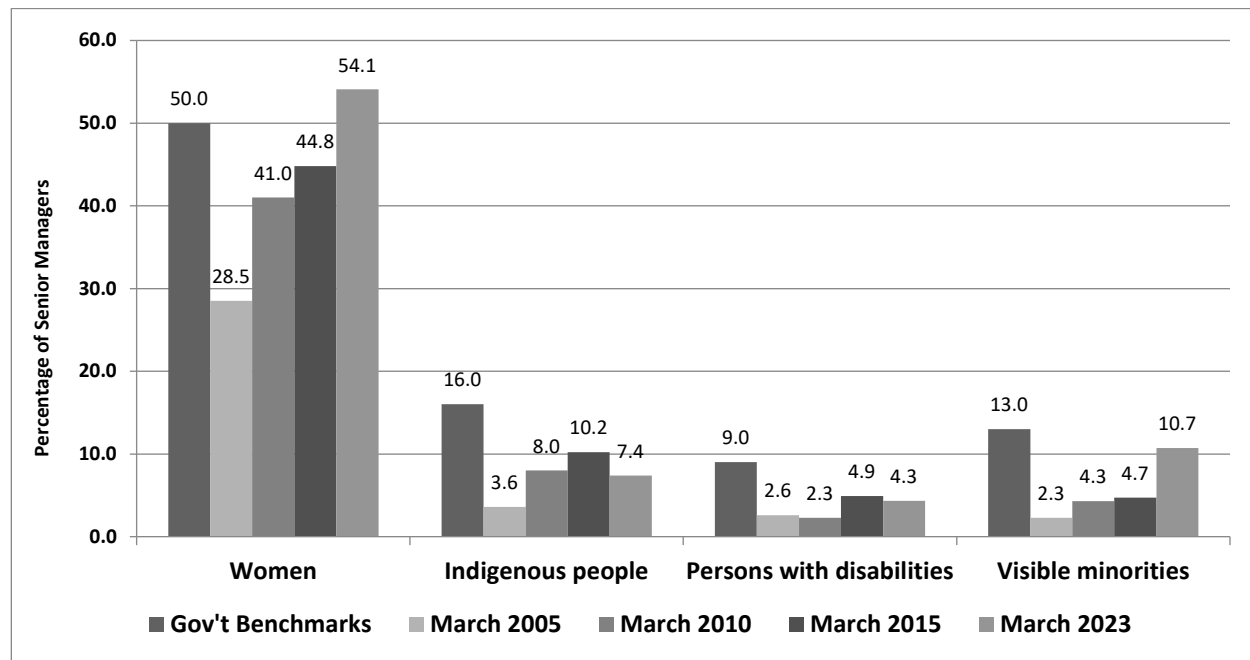
For information on 2022/23 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs in [Appendix A](#). Other activities supporting an inclusive, respectful work environment are noted under the [Key Results Achieved](#) section of the Policy, Programs and Learning Branch.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2023.



<sup>11</sup> Includes regular, term, technical and departmental positions (active and inactive).

### Senior managers<sup>12</sup>



<sup>12</sup> Includes regular, term and technical positions (active and inactive). See definition of Senior Managers in Appendix G.

## Appendix C – Competition Statistics

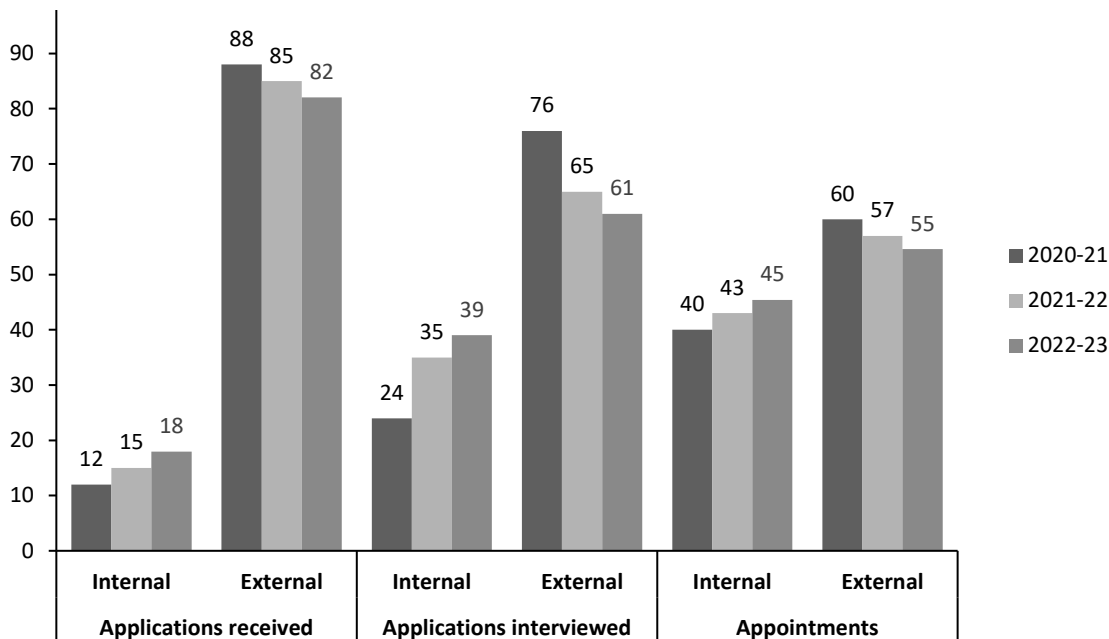
### Three-Year Comparative Total

In 2022/23, there were a total of 1,380 competitions for positions within the public service, with a total of 39,263 applications for these positions, or an average of 28 applications per competition.

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

	Fiscal year ending March 31st		
	2020/21	2021/22	2022/23
<b>Competition Totals</b>	737	1,125	1,380
Applications received:			
Internal	4,013	6,357	7,053
External	29,927	35,055	32,210
<b>Total</b>	<b>33,940</b>	<b>41,412</b>	<b>39,263</b>
Applicants interviewed:			
Internal	1,435	2,160	2,562
External	4,437	4,022	4,002
<b>Total</b>	<b>5,872</b>	<b>6,182</b>	<b>6,564</b>
Appointments:			
Internal	473	803	971
External	702	1,045	1,168
<b>Total</b>	<b>1,175</b>	<b>1,848</b>	<b>2,139</b>

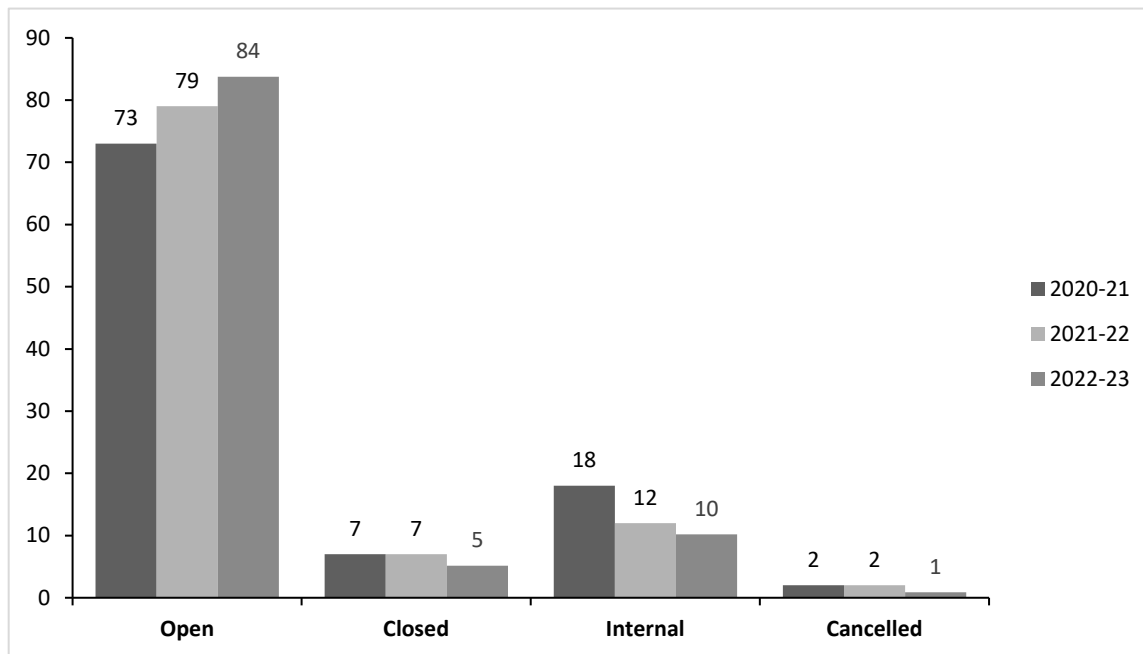
Shown graphically as a percentage of the total:



## Competition Breakdown

Competition	Fiscal year ending March 31 <sup>st</sup>		
	2020/21	2021/22	2022/23
Open to public	539 (73%)	894 (79%)	1,156(84%)
Closed (current public servants only)	53 (7%)	83 (7%)	71 (5%)
Internal (department specific employees only)	130 (18%)	130 (12%)	141 (10%)
Cancelled competitions	18 (2%)	18 (2%)	12 (1%)
<b>Total</b>	<b>740</b>	<b>1,125</b>	<b>1,380</b>

Shown graphically as a percentage of the total:



## Appendix E – Workforce Relations Statistical Information

2022/23 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2022/2023	Negotiations Carried from 2021/2022	Agreements Reached in 2022/2023	Negotiations Carried to 2023/2024
12	8	4	0	0

2022/23 Summary of Workforce Relations Education		
Number of Trainings 2022/2023	Number of Training Sessions 2022/2023	Number of Attendees 2022/2023
12	25	351

2022/23 Summary of Labour Relations Proceedings			
Proceedings	New cases filed 2022/2023	Cases carried forward from previous years	Cases Closed 2022/2023
Labour Arbitrations	55	97	57
Grievances	169	155	116

2022/23 Summary of Workforce Change Projects		
New Projects 2022/2023	Projects carried forward from previous years	Projects Closed 2022/2023
3	19	6

2022/23 Summary of Classification Requests		
# Requests Received/Evaluated	# Requests Completed within 30 days	Average Completion Time
1,430	679	49 calendar days



## Appendix E - Summary of investigations and interventions related to sexual harassment, harassment / bullying, and other forms of misconduct

**Table 1 – Summary of Respectful Workplace Interventions:**

Table 1 – 2022/23 Summary of Respectful Workplace Interventions <sup>13</sup>				
Skills Building		Direct Intervention – Conflict Resolution		
Consultation <sup>14</sup>	102	Group Facilitated Conversation <sup>15</sup>	11	
Coaching <sup>16</sup>	29	Mediation <sup>17</sup>	11	
Presentation <sup>18</sup>	26	Workplace Assessment <sup>19</sup>	3	
Workshop <sup>20</sup>	3			
<b>Total</b>	<b>160 files</b>		<b>25 files</b>	
				<b>185 files</b>

**Table 2 – Investigations:**

Table 2 – 2022/23 Summary of Investigations <sup>21</sup>					
Allegation Type	Number of Investigations	Number of Allegations <sup>22</sup>	Number of Respondents <sup>23</sup>	Number of Substantiated Allegations <sup>24</sup>	Number of Unsubstantiated Allegations
Sexual Harassment	9	10	10	5	5
Respectful Workplace (including Harassment/Bullying)	109	310	146	145	165
Other Misconduct <sup>25</sup>	57	77	64	49	28
<b>Total</b>	<b>175</b>	<b>397</b>	<b>220</b>	<b>199</b>	<b>198</b>

<sup>13</sup> Any method that informs and encourages involved parties to assess all conflict resolution options and to decide which steps, if any, they might wish to pursue.

<sup>14</sup> **Consultation:** Any inquiry, related to respectful workplace matters, seeking guidance and direction from the Respectful Workplace team (Respectful Workplace Advisor (RWA) & Respectful Workplace Consultant (RWC)).

<sup>15</sup> **Group Facilitated Conversation:** A process, including up to 3-6 people at a time, intended to lend team support around interpersonal conflict.

<sup>16</sup> **Coaching:** Providing strategies or recommendations on the method of delivering respectful workplace information.

<sup>17</sup> **Mediation:** Formal method to assist with resolving interpersonal conflict through third party facilitated discussions.

<sup>18</sup> **Presentation:** a presentation on policy, policy application and RWC/RWA roles supporting employees.

<sup>19</sup> **Workplace Assessment:** Involves a meeting with employees at all levels in the work area/unit, resulting in a summary of findings with insights on workplace restoration measures.

<sup>20</sup> **Workshop:** A process, including up to 10 or more people at a time, involving team building exercises intended to tackle issues related to change management or program processes/procedures.

<sup>21</sup> Investigations are conducted formally and involve the establishment of an investigation team with representatives from one or more of the following: Investigation Unit, human resources or 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>22</sup> An investigation may involve more than one allegation and may also have overlap in the types of allegations.

<sup>23</sup> The counts of respondents investigated do not include any respondents from investigations in progress at the end of the fiscal year.

<sup>24</sup> Substantiated allegations may result in outcomes that include a range of disciplinary action, education, training, mediation, or a combination of these outcomes.

<sup>25</sup> Other forms of misconduct may include, but not be limited to, behaviour such as attempted fraud, conflict of interest, or other inappropriate conduct.

**Table 3 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints**

<b>Table 3 – 2022/23 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints</b>	
<b>Outcomes</b>	<b>Numbers</b>
Training/Education <sup>26</sup>	-
Mediation <sup>27</sup>	-
Disciplinary Action <sup>28</sup>	5
<b>Total</b>	<b>5</b>

<sup>26</sup> Training/education may be informal or formal and may include, but not limited to, workshops, policy review, and other related follow-up.

<sup>27</sup> Mediation may be informal or formal and may include, but not limited to, externally or internally facilitated processes.

<sup>28</sup> Disciplinary action may include a range of progressive corrective actions, up to and including, dismissal.

## Appendix F - Definitions

Term	Definition
<b>Casual employee</b>	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.
<b>Contract employee</b>	An employee hired on a contractual basis when a special knowledge or expertise is required but not available within the public service; objectivity is of particular importance.
<b>Departmental employee</b>	An employee who carries out seasonal work or work of a specified nature.
<b>External</b>	Individuals currently not employed in the public service.
<b>Inactive</b>	Employees that did not receive a pay cheque on the last payday 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.
<b>Internal</b>	Individuals currently employed in the public service.
<b>Regular employee</b>	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.
<b>Senior managers</b>	Deputy Ministers, Executive Officers, Senior Managers, Senior Officers, Senior Engineering Managers and Senior Legal Officers.
<b>Term employee</b>	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.
<b>Technical employee</b>	A political staff member appointed by the Lieutenant Governor in Council under section 59(1) of The Public Service Act.

## Appendix G - Statutory Responsibilities

The Public Service Commission is responsible for the administration of the following acts of the Consolidated Statutes of Manitoba:

- The Civil Service Special Supplementary Severance Benefit Act (RSM 1983, c. C119)
- The Civil Service Superannuation Act (RSM 1988, c. C120)
- The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights Act (SM 2023, c. 45)
- The Public Interest Disclosure (Whistleblower Protection) Act (SM 2006, c. 35)
- The Public Servants Insurance Act (RSM 1987, c. P270)
- The Public Service Act (SM 2021, c. 11)

Any statute that is not assigned to a particular Minister are the responsibility of the Minister of Justice.

# Glossary

**Alignment** – The process of enabling all employees to see how their day-to-day actions are consistent with the values of the organization and how living those values is contributing to overall success. Creating alignment ensures employees are working toward the common goal, or vision.

**Appropriation** – amount voted by the Legislative Assembly approving the maximum amount that may be expended on a specific program or major activity during a fiscal year.

Main Appropriation – the total amount of each resolution passed by the Legislative Assembly as reported in the printed estimates of expenditure.

Sub Appropriation – the total amounts applicable to the various breakdowns of the main appropriations in the printed estimates of expenditure.

**Authority** – In the financial tables throughout this report, represents the authorized votes approved by the Legislative Assembly in the Estimates of Expenditure (budget) as well as any changes (if applicable) as a result of government reorganizations, allocations from Enabling Appropriations, or and virement transfers between Main appropriations within the department. For a full reconciliation of the Printed Estimates of Expenditure to the Authority please see the Expense Summary by Appropriation report in the Report on the Estimates of Expenditure and Supplementary Information.

**Balanced Scorecard** – is an established integrated strategic planning and performance measurement framework. Implementation of Balanced Scorecards in the Manitoba government is a major initiative that is intended to strengthen the alignment of department level work with government priorities, improve accountability and transparency, and to deliver better outcomes for Manitobans.

**Baseline** - The starting data point for the performance measure.

**Borrowings** – Borrowings are securities issued in the name of the province to capital markets investors. Securities include debentures, treasury bills, promissory notes, medium-term notes and Manitoba Savings Bonds.

**Full-Time Equivalent (FTE)** – A measurement for number of positions. Every full-time regular position represents one full-time equivalent position. Other categories (ex.: term, departmental, seasonal, contract) are measured in proportional equivalents, ex: a program with a vote of 1.50 term FTE could hire staff in any combination that results in a total of one-and-one-half years (or 78 weeks) of employment (ex: 6 staff for 3 months (13 weeks) each; 2 staff for 9 months (39 weeks) each; 1 full-time and 1 half-time staff for 1 year; 3 half-time staff for 1 year; etc.).

**Government Reporting Entity (GRE)** – Includes core government and Crown organizations, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

**Grants** – Public money provided to an individual, organization or another government to assist in attaining their objectives and for which the government does not receive a good or service.

**Gross Domestic Product (GDP)** – Represents the total market value of all final goods and services produced in the Manitoba economy.

**Guarantees** – The province, in the normal course of business, may provide a guarantee to honour the repayment of debt or loans of an organization, primarily GBEs. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

**Interfund Activity** – Public Sector Accounting Standards adjustments including Health and Education Levy and Employee Pension and Other Contributions, attributed to the entire department.

**Key Initiatives** – These are the specific programs, activities, projects, or actions an organization will undertake to meet performance targets. Initiatives are often projects or events that aim to improve a process or an outcome in one of the four perspectives.

**Measure** – A measure is a standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature, capturing numbers, dollars, percentages, and so on. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy.

**Mission Statement** – A mission statement defines the core purpose of the organization — why it exists, and reflects employees’ motivations for engaging in the organization’s work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

**Objective** – The objective is a concise statement describing the specific things an organization must do well to execute its strategy. Objectives often begin with an action verb such as increase, reduce, improve, or achieve. Strategy Maps are comprised entirely of objectives. “Strengthen respect in our workplace” is an example of an objective.

**Other Reporting Entity (ORE)** – Reporting organizations in the GRE such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges that are directly or indirectly controlled by the government, as prescribed by Public Sector Accounting Board – excludes core government.

**Perspective** – In balanced scorecard language, perspective refers to a category of performance objectives. The standard four perspectives are: Quality of Life, Working Smarter, Public Service and Value for Money.

**Special Operating Agencies (SOA)** – Service operations within departments granted more direct responsibility for results and increased management flexibility needed to reach new levels of performance. SOAs embrace market disciplines of the private sector while adhering to the public policy imperatives of government. Annual business plans define financial goals and performance targets. SOAs have the ability to raise capital outside of the Consolidated Fund.

**Strategy** – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. Situated at the centre of the balanced scorecard system, all performance objectives and measures should align with the organization’s strategy.

**Strategy Map** – The strategy map is a one-page visual representation of what must be done well to execute strategy. Strategy maps reflect performance objectives spanning the four perspectives, combining to tell the organization’s strategic story.

**Target** – The target presents the desired result of a performance measure. They provide organizations with feedback about performance.

**Values** – Values represent the deeply-held beliefs of the organization, which are demonstrated through the day-to-day behaviours of all employees. An organization's values make an open proclamation about how it expects everyone to behave. Values should endure over the long-term and provide a constant source of strength for an organization.

**Virement** – Refers to a transfer of authority between operating expenditure appropriations within a department.

**Vision** – The vision serves as the guiding statement for the work being done. A powerful vision provides everyone in the organization with a shared image of the desired future. It should answer why the work being done is important and what success looks like.