

Departmental Briefing

October 2023

**PUBLIC SERVICE
COMMISSION**



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Public Service Commission

Vision

Public Service Excellence

Mission

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

Values

- ✓ Respect for others
- ✓ Integrity
- ✓ Accountability
- ✓ Skill and dedication
- ✓ Service
- ✓ Collaboration
- ✓ Innovation
- ✓ Sustainability

Responsibilities

- Human resource services
- Employee and labour relations on behalf of government
- Recruitment and hiring, based on merit, equity and fairness
- Corporate human resource and government-wide workforce legislation, policies, programs and initiatives
- Reporting and analytics

Other Reporting Entities

N/A

The minister is responsible for

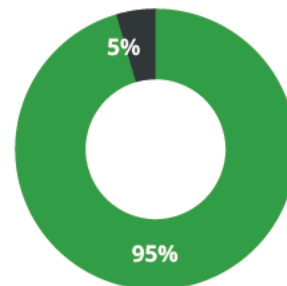
0	ABC appointments
6	Statutes
235	Regulatory Requirements

2023/24 Quick Facts

BUDGET	\$29.253 million	STAFF	391.25 Full Time Equivalents (FTEs)
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Summary Budget

thousands



	Budget	FTEs
■ Core	\$27,933	391.25
OREs	-	-
■ Consolidation and Other Adjustments	\$1,320	-
	\$29,253	391.25

Public Service Commission

Operating Budget by Main Appropriation

Part A (thousands)



2023/24 Budget

 Public Service Commission	\$27,933
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Capital, Loans and Guarantees

Part B, C, and D (thousands)

N/A

Federal, Provincial and Territorial Involvement

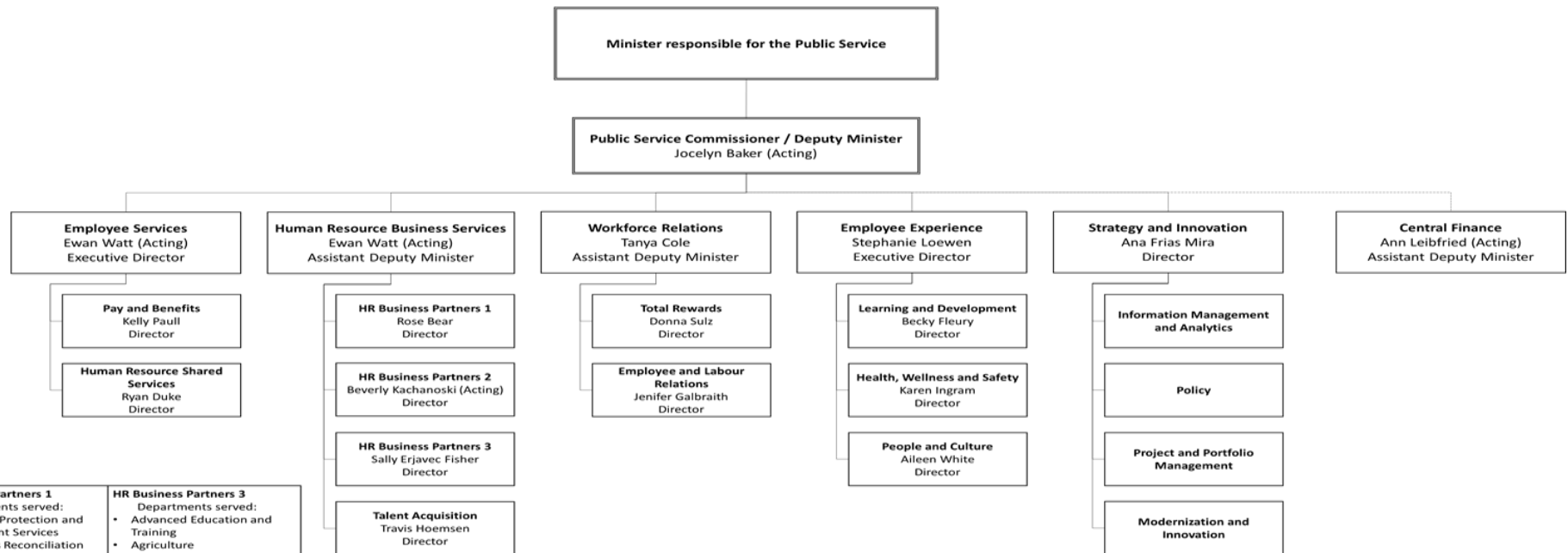
N/A

2. Department Organization

Organizational Chart

***Note:** Transition to this organizational structure to occur throughout 2023/24

Public Service Commission Organization Chart as at August 31, 2023



HR Business Partners 1 Departments served: <ul style="list-style-type: none"> • Consumer Protection and Government Services • Indigenous Reconciliation and Northern Relations • Justice • Labour and Immigration • Public Service Commission 	HR Business Partners 3 Departments served: <ul style="list-style-type: none"> • Advanced Education and Training • Agriculture • Economic Development, Investment and Trade • Environment and Climate • Families • Natural Resources and Northern Development • Sport, Culture and Heritage
HR Business Partners 2 Departments served: <ul style="list-style-type: none"> • Education and Early Childhood Learning • Executive Council • Finance • Health • Intergovernmental Affairs • Mental Health and Community Wellness • Municipal Relations • Seniors and Long Term Care • Transportation and Infrastructure • Treasury Board Secretariat 	

Public Service Commissioner

Jocelyn Baker, Acting Public Service Commissioner

Jocelyn Baker became the Acting Public Service Commissioner in February 2022. Prior to this position, she was the Assistant Deputy Minister of Human Resource Operations with the Public Service Commission. She has been leading transformation of human resource processes and the delivery of recruitment and human resources services with a client focus since March 2018. She is an experienced public servant leader with 13 years as a public service executive. She is skilled in executive management, human resource management and planning, employee relations, engagement and development, change management, conflict resolution, policy development, internal communications, accessibility, coaching and mentoring.



Jocelyn was with the Department of Conservation for 14 years in numerous roles, with eight of those years as a member of the department executive. Through this time, she led major change management and financial initiatives, strategic and corporate policy and program development, and employee engagement initiatives. She initiated the department's journey into Lean and Continuous Improvement and was the department's Executive Lean Champion, Executive Learning Champion, and Executive Diversity Champion. She was the executive lead for legislative development for seven years.

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. Objectives, initiatives and performance measures 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 modeling and promoting the following values:

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

Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

- Build public service capacity to deliver on government's commitments
- Advance truth and reconciliation*
- Build an inclusive and representative public service
- Increase respect in the public service

Working Smarter – Delivering Client-Centred Services

- Improve the effectiveness and efficiency of our programs and services

Public Service – Delivering Client-Service Excellence

- Build our capacity to deliver
- Advance inclusion in our workplace
- Strengthen respect in our workplace

Value For Money – Protecting Manitoba's Bottom Line

- Provide value for money
- 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.

Department Responsibilities

The overall responsibilities of the minister and PSC include:

- The administration of the Public Service Act and regulations
- Leading effective human resources and employee 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

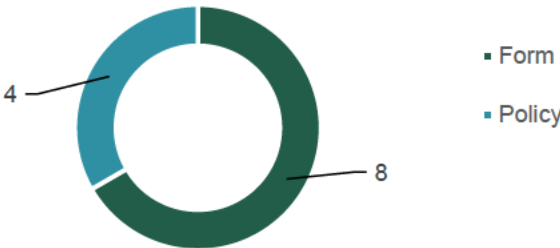
Policy Instruments

As of March 31, 2023

A regulatory requirement is an action that must be taken by a Manitoba resident, local government, non-profit or business in order to access a program or service of the government or government agency, carry on business, or participate in a regulated activity. Regulatory requirements are found in statutes, regulations, policies, or forms made by government departments or government agencies.

PSC currently administers **235** regulatory requirements through **12** policy instruments. A chart of the policy instruments by type is included below.

Count of PSC’s Regulatory Instruments by Type



* Note that a list of statutory responsibilities of the minister is included in the appendix.

Program Descriptions

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

Employee Services: Provides pay and benefit services for government and the coordination of administrative services for the PSC, as well as responding to front-line inquiries regarding human resource and pay and benefits questions from government employees and the public.

Human Resource Business Services: Provides advice and support to government departments and agencies in the areas of recruitment and selection, employee and labour relations, learning and development, supportive employment and organizational design and development.

Strategy and Innovation: Provides central coordination of PSC projects including strategic planning and change management, as well as government-wide workforce analytics and reporting, and the development and implementation of evidence-based workforce legislation and policies.

Employee Experience: Delivers targeted services to public servants that foster expected behaviors, develop skills and knowledge, promote wellbeing, and create inclusive and accessible workplaces where employees are equipped and supported to perform at their highest level.

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 evaluation program, employee benefit and total rewards programs.

Human Resources

Staffing Overview

Sub-appropriations	2023/24		2022/23		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Executive Support	3.00	441	3.00	441	
Employee Services Division	80.00	5,928	80.00	5,695	
HR Business Services Division	227.75	11,551	227.75	10,894	
Workforce Relations Division	31.00	4,288	29.00	3,745	
Employee Experience Division	33.50	4,028	32.50	3,812	
Strategic Innovation Division	16.00	1,697	16.00	1,619	
TOTAL	391.25	27,933	388.25	26,206	
Expense by Type					
Salaries and Employee Benefits	391.25	24,827	388.25	23,100	
Other Expenditures	-	3,106	-	3,106	
Grant Assistance	-	-	-	-	
TOTAL	391.25	27,933	388.25	26,206	

Minister's and Deputy Minister's Staff ^{*a}

List of Non-Political Staff

Branch	Title
Deputy Minister's Office	Public Service Commissioner
Deputy Minister's Office	Admin Assistant To DM
Deputy Minister's Office	Exec. Assistant To PS Commissioner
Total	3

There are no Political Staff

Notes

* As of August 31, 2023

^a List of Minister's and Deputy Minister's staff is based on employee's position title, cost center and fund center.

Vacancies *

Type	Count	12.8%
Total FTEs	391.25	Vacancy Rate
Total Value of Vacant FTEs	50.2	

Appointments **

Competitive Appointments	Count	Direct Appointments	Count
Competition - Closed	9	Acting Status to Regular	2
Competition - Internal	6	Employment Equity Initiative	1
Competition - Open	34	Former Employee Return	1
		Other Direct Appoint	1
Total	49	Total	5

Event Type	Count
Acting Status	4
In-Service Appointment	31
New Appointment	25
Total	60

Terminations **

Type	Count
Retirements	9
Other Terminations	15
Total	24

Employment Equity *

Employment Equity Group	Percent
Women	71.7%
Indigenous Peoples	9.2%
Persons with Disabilities	13.1%
Visible Minorities	39.0%

Notes

* As of August 31, 2023

** From April 1, 2023 to August 31, 2023

Glossary of Human Resources Terms

Term / Acronym	Definition
Acting Status	Temporary assignment of an employee to another position with a higher maximum rate of pay.
Acting Status to Regular	Appointment of an individual previously in acting status to a position on a regular (permanent) basis.
Competition – Closed	Competition in which only current employees are eligible to apply.
Competition – Internal	Competitions in which only current employees within a specific department or work area are eligible to apply.
Competition – Open	Competition for which anyone eligible to work in Canada may apply.
Competitive Appointments	Appointments resulting from a competition (Open, Closed, Internal); excluding secondments.
Difficult to Recruit Position	Appointment of an individual to a position that is determined to be difficult to recruit (including difficult to recruit location).
Direct Appointments	Appointment made outside of a competitive process.
Employment Equity Group	Inclusive of four groups recognized by the Manitoba government for employment equity initiatives: women, Indigenous peoples, persons with disabilities and visible minorities.
Employment Equity Initiative	Appointment of an individual who is a member of a designated group for the purposes of advancing public service employment equity goals and objectives.
Former Employee Returning	Appointment of an individual previously terminated, generally to a similar position.
Full-Time Equivalent (FTE)	A measurement for number of positions. Every full-time regular position represents one full-time equivalent position.
Indigenous Peoples	Employee who identifies as a person of North American Aboriginal ancestry including First Nation, (status and non-status Indians), Inuit and Metis
In-Service Appointments	Appointment of existing employees in a new/different position.
New Appointment	Appointments of individuals who are not pre-existing employees (ie. member of the public).
Other Direct Appointments	Appointment of an individual where other reason codes do not apply.

Persons with Disabilities	Employee who identifies as a persons whose functional limitations owing to their impairment have been accommodated or may require accommodation in their job or workplace, and/or persons who have a long-term or recurring impairment and believe an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, or persons who have a long-term or recurring impairment and consider themselves to be disadvantaged in employment by reasons of that impairment.
Retirement	Employees who end their employment, and who typically begin to collect entitlements from the Civil Service Superannuation Board.
SAPEX	Sapex is a database hosted on a Oracle Server where major employee information were appended monthly. Data from this database are never changed once uploaded and are used for reports that requires consistency.
Political Employee	A political staff member appointed by the Lieutenant Governor in Council under section 59(1) of The Public Service Act.
Termination	Employees whose employment has ended with the Manitoba government, with or without cause.
Total FTEs	Total value of all FTEs, including full time and part-time positions.
Total Value of Vacant FTEs	Sum of vacant FTEs excluding Minister's position and Career Opportunity for Student FTEs.
Vacancy Rate	Percentage of vacant FTEs.
Visible Minorities	Employee who identifies, because of their race or colour, as a visible minority
Women	Employee who identifies as a woman

3. Strategic Overview

Urgent Matters

The following items require action or attention by the end of the calendar year:

1. Collective Bargaining
2. Recruitment and Retention of Public Servants
3. Remote Work Policy

Issue notes follow on the next pages.

1. Issue Title: Collective Bargaining


High Level Summary:

- The Employee and Labour Relations Branch of Workforce Relations is responsible for the collective bargaining for 12 public sector agreements that encompass a portion of the core public service, the broader public service and the allied public service. The remaining unionized public sector employees bargain with employers outside the PSC, who rely on PSC for guidance through their negotiations.
- The Public Sector Compensation Committee of Cabinet oversees compensation matters within the public sector and sets the mandates for all collective bargaining in the Province.
- Workforce negotiations are by nature adversarial and can result in labour strikes and other disruptions, which can negatively affect public opinion of the government.


Current Status:

- A list of the 12 collective agreements that Workforce Relations negotiates and their associated expiry dates is attached as Appendix A.
- Six of these agreements have expired and are up for renegotiation. Any negotiations that have been in progress have been suspended during the Caretaker Convention period.
- The General Employees' Master Agreement (GEMA) with the Manitoba Government and General Employees' Union (MGEU), which represents the largest segment of government employees (approximately 11,000), expired on March 24, 2023. Bargaining began in March 2023, with negotiations continuing up to the Caretaker Convention period took effect.

Confidential Advice to Minister:

- 23(1)(a) 

Options and Recommendations:

- 23(1)(a) 

Contact Person: Tanya Cole, Assistant Deputy Minister, Workforce Relations, 204-945-7578

Appendix A – Collective Agreements and Expiry Dates

Core Public Sector Agreements:

- The Province of Manitoba and the Manitoba Government and General Employees' Union (MGEU): The Government Employees' Master Agreement (GEMA) expires March 24, 2023. *Bargaining commenced March 2023 and is in progress.*
 - In May 2022, the GEMA was settled through arbitration. The four-year agreement (March 30, 2019 to March 25, 2022) included general pay increase of 1.4%, 0.5%, 1.65% and 2.0% as well as retroactive pay and interest applicable to the GPI.
 - Corrections Component of the MGEU agreement settled through arbitration; included general pay increase of 2.0% (2019), 0.5% (2020), 1.8% (2021) and 2.0% (2022).
- The Province of Manitoba and the Manitoba Association of Crown Attorneys (MACA): The MACA agreement expired March 25, 2022. *Bargaining is in progress.*
 - In spring 2021, previous agreement was settled through arbitration. The three-year agreement (March 30, 2019 to March 25, 2022) included a general pay increase of 1.4%, 0.5%, and 1.2%.
- The Province of Manitoba and the Legal Aid Lawyers' Association (LALA): The LALA agreement expired March 25, 2022.
 - The previous agreement (March 30, 2019 to March 25, 2022) included general pay increases of 1.4% (2019), 0.5% (2020) and 1.2% (2021).
- The Province of Manitoba and the Professional Institute of the Public Service of Canada ratified a three-year agreement (March 30, 2019 – March 25, 2022) in respect of The Manitoba Association of Government Engineers (MAGE). *Bargaining will commence in the fall.*
 - The previous agreement included general pay increase of: 1.4% (2019), 0.5% (2020) and 1.2% (2021).
- The Province of Manitoba, Department of Families, has two sub-bargaining units:
 - The Province of Manitoba and CUPE (Department of Families' Support Workers) agreement expired March 31, 2019. *Agreement settled June 2023.*
 - The Province of Manitoba and MGEU (Direct Service Providers) agreement expired May 31, 2019. *Bargaining is in progress.*

Broader Public Sector Agreements:

- The Manitoba Agricultural Services Corporation (MASC) and the MGEU, have two sub-bargaining units:
 - MASC and the MGEU agreement with MASC adjustors expired March 29, 2019. *Agreement settled in July 2023.*

- MASC and the MGEU agreement with administrative employees expired March 29, 2019. *Agreement settled in July 2023.*
- The Liquor, Gaming and Cannabis Authority and the MGEU expired March 31, 2023. *Bargaining commenced May 2023 and is in progress.*
 - The previous agreement (April 1, 2018 to March 31, 2023) included general pay increases of 0% (2018), 1.4% (2019), 0.5% (2020), 1.65% (2021) and 2% (2022).
- The Manitoba Centennial Centre Corporation, the MGEU, and the International Alliance of Theatrical Stage Employees (IATSE).
 - The Manitoba Centennial Centre Corporation and the MGEU ratified a four-year collective agreement for the period of June 8, 2020 to June 1, 2024.
 - General pay increases of 0.5% (2020), 1.25% (2021), 1.5% (2022), and 1.5% (2023).
 - The Manitoba Centennial Centre Corporation and IATSE agreement ratified a five-year collective agreement for the period of August 2, 2020 to August 6, 2025.
 - General pay increases of 0.5% (2020), 1.25% (2021), 1.5% (2022), 1.5% (2023) and 2.0% (2024).

Allied Public Sector Agreement:

- A new bargaining unit for the Manitoba Ombudsman was certified by the Manitoba Labour Board in June 2021, with the MGEU as the representative bargaining agent. *Bargaining is in progress.*

2. Issue Title: Recruitment and Retention of Public Servants

High Level Summary:

- Similar to other employers, Manitoba's core public service has seen high levels of turnover and strong competition for talent, during and emerging from the pandemic.
- The PSC has a number of initiatives underway to enhance recruitment, including coordinating increased representation at career fairs, strengthening relationships with educational institutions, community and professional organizations, and promoting the use of large competitions to fill high turnover positions across government. The PSC has redesigned its service delivery model to separate recruitment from other HR generalist functions for greater focus and resourcing efficiency. A key change was the establishment of a centralized Talent Acquisition Branch (TAB) with accountability for recruitment support.
- 23(1)(a) [REDACTED]

Current Status:

- The size of TAB was determined looking at historical averages of approximately 1,000 competitions in a fiscal year and accounts for a rolling caseload of 10-15 competitions per recruiter. Recruitment demand has rapidly increased. 23(1)(a) [REDACTED]
- PSC is utilizing new technology to support recruitment. 23(1)(a) [REDACTED]

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- 23(1)(a) [REDACTED]

23(1)(a)

Contact Person:

Travis Hoemsen
Director, Talent Acquisition Branch
(204) 391-3494

Appendix B

Year	# of Competitions	# of Appointments
2022/23	1,380	2,139
2021/22	1,128	1,848
2020/21	740	1,175
2019/20	759	1,060
2018/19	848	1,220
2017/18	898	1,324
2016/17	940	1,358

3. Issue Title: Remote Work Policy

High Level Summary:

- The future of work in Manitoba is shifting to a more modern, flexible workforce that can adapt to evolving service and workforce needs.
- For Manitoba's public servants, the PSC implemented a policy on remote work, the Flexible Work Arrangements policy, to support the Public Service Act. The policy enables flexibility in how and where public servants work, while still providing high-quality services to Manitobans.
- Since its implementation, departments have reviewed employee requests for arrangements based on operational feasibility. Arrangements must be voluntary on the part of the employee, due to current labour agreements.


Current Status:

- Supporting policy implementation, resources and guidance for remote work is available to supervisors and employees, including information about their responsibilities, the process for requesting and formalizing an agreement, and a standardized agreement template, safety checklist, and assessment form.
- To support the consistent application of the policy and to help build and maintain a work environment that promotes in-person access to colleagues, mentors and supervisors, a directive was issued in July 2022. The directive states that where a flexible work arrangement is supported, employees must be working the majority of the time from their designated in-office workplaces.
- The PSC continues to monitor and report on the number of employees working remotely. As of August 2023, 23.2% of public servants worked remotely under the policy, at least one day per month. The average number of days worked remotely was 5.4 days. Additionally, the PSC is also monitoring the number of employees permitted to work remotely on an ad hoc basis (typically infrequent, non-reoccurring, one-off situation).

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- 23(1)(a)
- 

Contact Person:

Ana Frias Mira
Director, Strategy and Innovation Branch
204-782-2552

Strategic Priorities and Opportunities

The following items are matters for consideration in the longer term that may pertain to organizational changes, strategic plans, multi-year projects, emerging issues and other topics:

1. Diversity and Inclusion in the Public Service
2. Truth and Reconciliation Initiatives
3. Manitoba Workforce Changes
4. Classification Modernization
5. Human Resources Service Model Transformation

Issue notes follow on the next pages.

1. Issue Title: Diversity and Inclusion in Public Service**Timeline for Action:** Ongoing**High Level Summary:**

- The Manitoba government is committed to advancing programs, initiatives and training that promote and support diversity, equity, inclusion and accessibility.
- The PSC continues to partner and collaborate with Manitoba Public Service (MPS) Employee Network Groups and external organizations to support diversity and inclusion learning events for public servants. This includes partnerships and collaboration with Pride at Work Canada, Indigenous-led organizations and accessibility-serving organizations.
- The PSC is improving accessibility across government by implementing actions under the 2023 and 2024 Manitoba Government Accessibility Plan, including those that support compliance with current and upcoming standards under The Accessibility for Manitobans Act. The PSC is also advancing efforts to eliminate racism and discrimination in MPS through the delivery of learning events, training and communications.
- The PSC continues to support employment equity strategies within the recruitment process. This includes giving preference or designating competitions for members of one or more equity groups (woman, Indigenous peoples, visible minorities and persons with disabilities) and enhancing workforce diversity through recruitment programs such as the Leaders in Training Program and Career Gateway Program.


Current Status:

- Programs and initiatives to advance diversity, equity, inclusion and accessibility are ongoing.
- The mandatory training for public servants related to diversity and inclusion is being revised to include the most current information, resources and tools to support diverse, equitable and inclusive workplaces.
- Mandatory anti-racism training for public servants is being designed, in compliance with the new Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act, which came into force May 30, 2023. This training will be launched in 2024 and public servants will be required to complete this on an annual basis.

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- 23(1)(a) 

Contact Person:

Stephanie Loewen, Executive Director, Employee Experience Division
204-330-7940

2. Issue Title: Truth and Reconciliation Initiatives**Timeline for Action:** March 31, 2024**High Level Summary:**

- The PSC is committed to implementing Call to Action 57 (CTA 57) of the Truth and Reconciliation Commission, which requires all levels of government to implement training related to Indigenous history, culture, rights and laws.
- The PSC began providing government-wide mandatory training to all public servants in response to CTA 57 and to meet recommendations outlined in the Office of the Auditor General's audit report titled "Manitoba's Implementation of the Path to Reconciliation Act" released in April 2022.
- In July 2023, the first of four online modules of this new mandatory course was launched titled "Our Shared Journey toward Truth and Reconciliation". This course was developed in collaboration with Indigenous Reconciliation and Northern Relations, and was informed by Indigenous communities and subject matter experts throughout Manitoba.
- The PSC is further committed to advancing Truth and Reconciliation by supporting and collaborating with Touchstone Employee Network Group and Indigenous-led external organizations on learning events, trainings and events acknowledging days of recognition such as National Indigenous Peoples Day and the National Day for Truth and Reconciliation.
- Starting in January 2023, the PSC conducted three hiring competitions for Indigenous candidates to better support key areas in the PSC such as Learning and Development, Talent Acquisition, and Equity, Diversity and Inclusion.

Current Status:

- An Indigenous Talent Development Consultant was hired in February 2023 and an Indigenous Strategic Initiatives Consultant was hired in August 2023. Recruitment is underway for an Indigenous Talent Acquisition Specialist.
- The first module of the mandatory course was launched in July 2023. The three remaining modules are under development and expected to launch by March 2024.
- Programs and initiatives to advance Truth and Reconciliation efforts are ongoing.

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- N/A

Contact Person: Stephanie Loewen, Executive Director, Employee Experience Division, 204-330-7940


3. Issue Title: Manitoba Workforce Changes

Timeline for Action: None

High Level Summary:

- The size and composition of the Manitoba government workforce frequently garners interest from the media and the public; it is of particular focus when the size of the public service is reduced from previous figures reported in the government's annual report.
- Over five years have passed since the release of the government's strategy to build and transform the culture of the public service ("Transformation Strategy"), with a focus on strong values, vision, innovation and improved outcomes. Diversity, inclusion and reconciliation within the public service are cornerstones of the Transformation Strategy.
- In spring 2023, the PSC was redesigned to include six divisions, and continues to modernize and innovate its recruitment and retention strategies to ensure a well-qualified and diverse public service effectively able to meet the needs of Manitobans.
- PSC works closely with areas undergoing organizational changes to redeploy impacted employees to other positions where possible. This includes filling priority vacant positions to support continued service delivery and public safety, data-driven decision making for workforce and succession planning, and targeted outreach for difficult to recruit positions, as required.

Current Status:

- 23(1)(a), 29.1(b), 29.1(c)(i) 
- As of August 2023, the employment equity benchmark of 50% for employees identifying as women has been exceeded and maintains at 53.6%. Employees with disabilities increased slightly from 5.5% to 5.6%, and the benchmark for visible minorities set at 13% has been exceeded, rising significantly from 11% in 2016 to 19.6%. The proportion of the government workforce identifying as Indigenous fell from 14.4% in 2016 to 12.9%.

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- While the size of the public service has decreased since 2016, the Manitoba government should continue to prioritize hiring to vacant positions to ensure continued service delivery and public safety.
- That the government examine the barriers that continue to exist to the recruitment and retention of Indigenous employees, including the internal culture of MPS.

Contact Person: Tanya Cole, Assistant Deputy Minister, Workforce Relations
204-945-7578

4. Issue Title: Classification Modernization

Timeline for Action: Ongoing

High Level Summary:

- The PSC is undertaking a project to modernize the province’s job classification system to better reflect the needs of a modern public service. Work has been ongoing.

Current Status:

- The Manitoba government’s job classification system has remained largely unchanged since the 1960’s. The system is inefficient, complex, and no longer reflects the kind of work done in the Manitoba government.
- Classification modernization is expected to create a system that is more transparent, fair, administratively efficient, and reflective of the needs of government today.
- The PSC is consulting with collective bargaining agents as it develops and implements this project.

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- 23(1)(a) [Redacted]

Contact Person: Tanya Cole, Assistant Deputy Minister, Workforce Relations, 204-945-7578

5. Issue Title: Human Resources Service Model Transformation**Timeline for Action:** To be completed by March 31, 2024**High Level Summary:**

- In February 2021, the PSC engaged with a third party consultant to conduct a review of its service delivery model and make recommendations to increase the efficiency of its service offerings.
- The PSC accepted the consultant's recommendations and began transitioning into a new organizational structure on April 1, 2023. A separate review of the Employee and Family Assistance Program (EFAP) was conducted and also identified areas for potential improvement.

Current Status:

- Most reporting relationship changes as part of the PSC's redesign became effective April 1, 2023, with some changes being implemented throughout 2023/24. Highlights of the major changes include:
 - After an initial pilot in December 2022, recruitment service provision for most departments was transitioned into a single Talent Acquisition branch effective June 1, 2023, with remaining departments transitioning on September 1, 2023.
 - A new Employee Services division was established to support existing Pay and Benefits service delivery as well as a new employee inquiry service as a central PSC point of contact for public servants.
 - PSC functions related to Health, Wellness and Safety, including the existing EFAP program, have moved into a newly constituted Employee Experience division, which also includes functions relating to learning and development and workplace culture.
 - A new Strategy and Innovation branch was established to provide government-wide workforce analytics and reporting, the development and implementation of evidence-based workforce legislation and policies, and central coordination of PSC projects including strategic planning and change management.
 - A review of the EFAP program resulted in direction to issue a Request for Proposals (RFP) for providing EFAP services. The RFP was posted on MERX on August 3, 2023 and closed on August 31, 2023.

Confidential Advice to Minister:

- N/A

Options and Recommendations:

- 23(1)(a) [REDACTED]

Contact Person: Ewan Watt, A/ Assistant Deputy Minister, Human Resource Business Services, 204-782-2556

Renewing Relationships and Advancing Indigenous Reconciliation

The PSC continues 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 is being 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 titled *Our Shared Journey toward Truth and Reconciliation* will be launched in 2023/24. The course consists of four modules, organized by the principles of reconciliation established in the Path to Reconciliation Act: Understanding, Respect, Engagement and Action. The first module, *Understanding*, was launched on July 31, 2023, with the launch of the remaining three modules to come up shortly.

The PSC has also:

- Delivered, promoted and encouraged employees to attend workshops and facilitated discussions respecting Truth and Reconciliation, delivered by Indigenous service providers procured through the PSC.
- Implemented a new Leaders Guide to better support employees and leaders.
- Enhanced PSC's support for employees and leaders that help retain Indigenous employees, including implementing a new Leaders' Guide to Indigenous Healing Supports.
- Created new Indigenous consultant positions 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.

Federal, Provincial and Territorial Overview

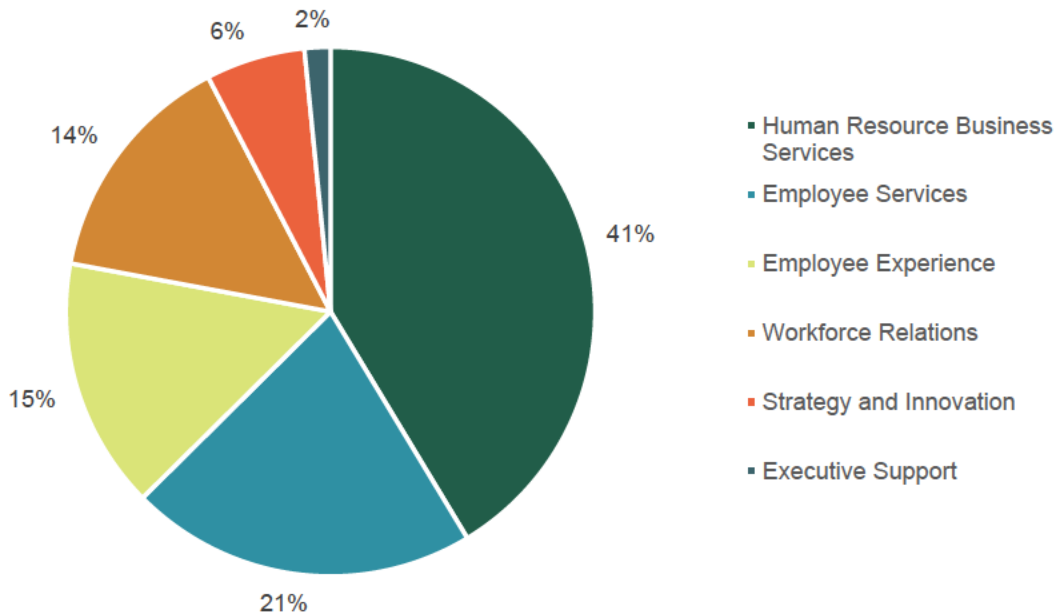
Representation at FPTs

The Public Service Commissioner participates in FPT however there is no Ministerial FPT.

4. Fiscal Overview

The following information reflects spending appropriations approved for the department in fiscal year 2023/24 by the Legislature. The annual Estimates process to determine the budget for the next fiscal year (2024/25) is currently underway.

Percentage Distribution of Departmental Operating Budget (2023/24)



Summary Budget Overview

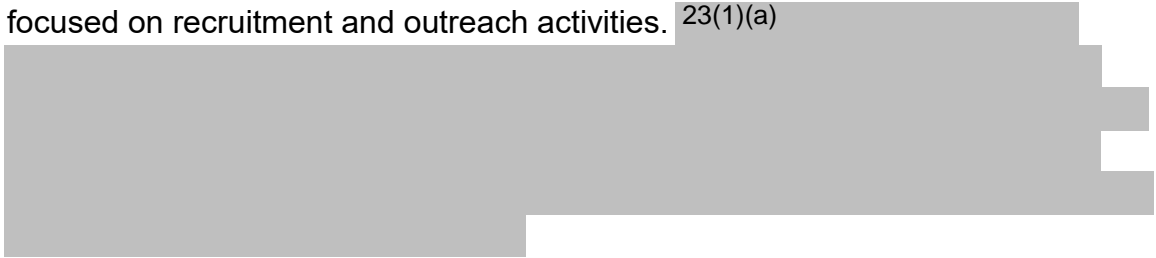
Public Service Commission 2023/24 PRINTED ESTIMATES SUMMARY

Appropriation / Sub-Appropriation	Print 2023/24		Inc / (Dec)			Adjusted Print 2022/23	
	FTEs	\$000s	FTEs	\$000s	%	FTEs	\$000s
17.1. Public Service Commission							
Executive Support	3.00	441	-	-	-	3.00	441
Employee Services	80.00	5,928	-	233	4.1%	80.00	5,695
Human Resource Business Services	227.75	11,551	-	657	6.0%	227.75	10,894
Workforce Relations	31.00	4,288	2.00	543	14.5%	29.00	3,745
Employee Experience	33.50	4,028	1.00	216	5.7%	32.50	3,812
Strategy and Innovation	16.00	1,697	-	78	4.8%	16.00	1,619
Total Public Service Commission	391.25	27,933	3.00	1,727	6.6%	388.25	26,206

Pressures, Risks and Other Considerations

The following is confidential advice to a minister and may be protected by section 23(1) of the Freedom of Information and Protection of Privacy Act.

- 1) The PSC has implemented a major redesign in 2023/24 of its service delivery model to increase efficiencies in its human resource, employee development, policy, data management, and employee and labour relations functions. The redesign included realigning the talent acquisition function into a dedicated unit focused on recruitment and outreach activities. 23(1)(a)



- 2) The PSC administers the Learning Fund which invests in the professional development of Manitoba’s public servants and encourages employees to continuously learn, develop and strengthen their competencies and mobilize their talents by providing up to \$1.0K per application. PSC received approval for access of up to \$3.5.0M, an increase of \$1.5M from the \$2.0M approved in the 2023 Budget, 23(1)(a)



List of Major Grants/Grant Programs

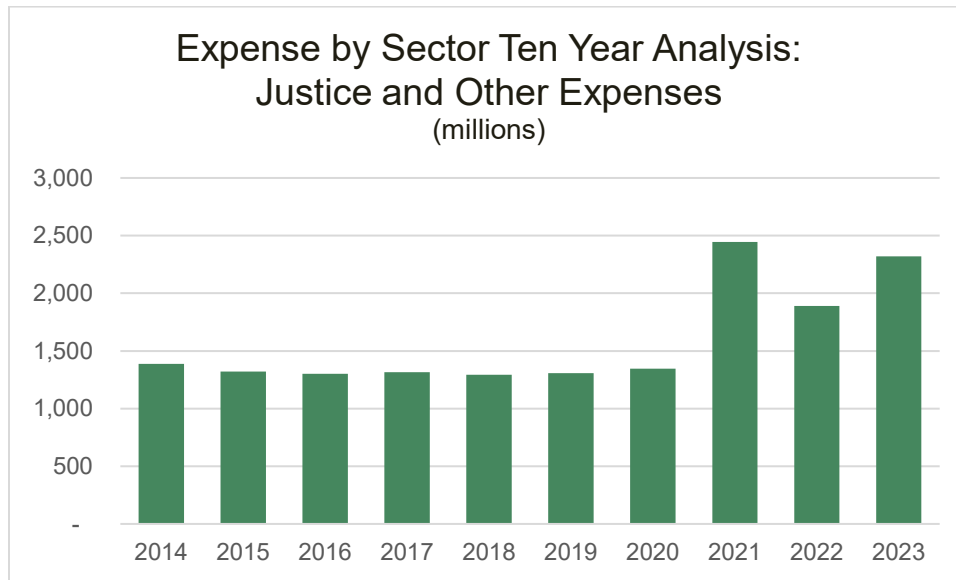
Recipient	2023/24 Approved Budget Amount	Grant Title
NIL		

List of Major Contracts

Vendor Name	Value	Description	Category
NIL			

Historical Expenditures in Sector

The chart below shows expenditures by area rather than by department to capture expenditures in a sector unaffected by departmental reorganizations over time. This 10-year analysis includes expenditures for the Public Service Commission, Employee Pensions and Other Costs, Executive Council, Legislative Assembly, Tax Credits, Consumer Protection and Government Services, Finance, Justice, Labour and Immigration, and Sport, Culture and Heritage.



5. Impending Legislative and Regulatory Changes

There are no impending legislative and regulatory changes within the PSC.

6. Scheduled Events

There are no events currently scheduled in the capacity of minister responsible for the public service.

7. Appendices

Acronyms

Acronym	Full Terms
AMA	The Accessibility for Manitobans Act
ANS	Applicant Not Successful
BA	Business Area
CGP	Career Gateway Program
CIU	Coordination and Innovation Unit
COI	Conflict of Interest
CPSM	Certificate in Public Sector Management Program
CPSOA	Certificate in Public Sector Office Administration
CRI	Common Recruitment Initiative
CSWAN	Civil Servants with Abilities Network
CSO	Compensation Services Officer
CUPE	The Canadian Union of Public Employees
DEDP	Diversity Employee Development Program
EDI	Equity, Diversity and Inclusion Unit
DMHREC	Deputy Ministers' Human Resource Excellence Committee
EFAP	Employee and Family Assistance Program
EX	Employee Experience (Branch)
E-FTE	Extended Full Time Equivalent
EMC	Executive Management Committee
EPP	Employee Perspectives Program
FIPPA	The Freedom of Information and Protection of Privacy Act
FLS	French Language Services
FTE	Full Time Equivalent
GEMA	The Manitoba Government Employees' Master Agreement
HR	Human Resource(s)
HR Biz	Human Resource Business Services
HRBP	Human Resource Business Partners
HRD	Human Resource Director
HRM	Human Resource Manager
IEED	Internship, Equity and Employee Development
IPAC	The Institute of Public Administration of Canada
ISD	Integrated Staffing Documents
JOW	Job Opportunities Website
KSAs	Knowledge, Skills and Abilities
LALA	The Legal Aid Lawyers' Association
LD	Leadership and Development (unit)
LMS	Learning Management System
LRO	Labour Relations Officer
LTP	Leaders in Training Program

MACA	The Manitoba Association of Crown Attorneys
MAGE	The Manitoba Association of Government Engineers
MGAP	Manitoba Government Accessibility Plan
MGDIS	Manitoba Government Diversity and Inclusion Strategy
MGEU	Manitoba Government and General Employees' Union
MPS	Manitoba's Public Service
NPN	New Professionals Network
PBC	Pay and Benefits Consultant
PD	Position Description
PIDA	The Public Interest Disclosure (Whistleblower Protection) Act
PIPSC	The Professional Institute of Public Service of Canada
RSS	Recruitment Support Services
SAP	Systems, Applications & Products (software brand name)
SBC	Selection Board Chair
SEP	Supportive Employment Program
SES	Supportive Employment Services
SLT	Senior Leadership Team
SOA	Special Operating Agency
SIB	Strategy and Innovation Branch
VIPS	Volunteers in Public Service Program
VM Net	Visible Minority Network
VRW	Voluntary Reduced Workweek
WAVE	We Are All Valuable and Equal (Network)
WFA	Workforce Adjustment
WR	Workforce Relations (Division)
WSH	Workplace Safety and Health

Stakeholder Contact List

***Please Note:** The majority of the PSC's outreach and contact with external organizations involves distributing job postings and information about employment opportunities and internships via a general email list. As a result, a specific contact person cannot be identified for those organizations and the corresponding contact name/title columns have been left blank.

Organization	Contact Name	Title
ACADEMIC INSTITUTIONS		
University of Manitoba		
Université de Saint-Boniface		
Assiniboine Community College		
University of Winnipeg		
University College of the North		

Keewatin Community College		
Red River College		
Yellowquill College		
Brandon University		
CDI College		
Herzing College		
ASSOCIATIONS		
Engineers Geoscientists Manitoba		
Chartered Professional Accountants – Manitoba		
Chartered Professionals in Human Resources (CPHR) – Manitoba		
Manitoba Institute of Agrologists (MIA)		
Certified Registered Nurses of Manitoba (CRNM)		
The Institute for Performance and Learning (I4PL)	No local chapter at present	
The Institute of Public Administration of Canada (IPAC) – Manitoba Chapter	17(1), 17(2)(e)	IPAC Manitoba President
The Law Society of Manitoba		
Aboriginal Financial Officers Association (AFOA) Manitoba		
<u>EMPLOYMENT SUPPORT ORGANIZATIONS</u> OUTREACH TO ORGANIZATIONS SUPPORTING PERSONS WITH DISABILITIES		
Ability Edge		
Brandon Community Options Inc.		
Canadian Deafblind & Rubella Association		
Canadian Mental Health Association - Mb.		
Canadian Paraplegic Association		
Canadian National Institute for the Blind		
Career Connections Inc.		
Continuum Consulting, Inc.		
Empower Vocational Rehabilitation Solutions		
Independence Incorporated		
Integrated Therapy & Consulting Solutions		
Learning Disabilities Association of Manitoba		

Manitoba Possible		
Occupational Rehabilitation Group of Canada (ORGOC)		
Opportunities for Employment		
Partners for Workplace Inclusion		
Premier Personnel		
Pulford Community Living Services Inc.		
Reaching E-Quality Employment Services		
SCE Lifeworks		
Segue Career Options		
SJAI Employment Services		
Possibilities MB		
The Pas Association for Human Development		
Thompson Supported Employment Project		
Trailblazer Life Choices Inc.		
Westman Coalition for Employment Options Inc.		
OUTREACH TO INDIGENOUS ORGANIZATIONS		
Aboriginal Financial Officers Association (AFAO) Manitoba		
Anishnaabe-Oway-Ishi		
Anokiiwin		
Center for Aboriginal Human Resource Development		
Dakota Tipi Band Office		
Ikwe Widdjuitiwin Inc.		
Kani Kani Chik		
Kikinamawin Center		
Ma Mawi Wi Chi Itata Centre		
Manitoba Keewatinowi Okimakanak Inc.		
Manitoba Métis Federation		
Native Communications Inc.		
North End Women's Centre		
Northern Association of Community Councils		
Northwest Metis Councils		
Original Women's Network, Inc.		
Peguis Student Services		
Pemmican Publications		
Red River College – Access		
Rossbrook House		

Urban Circle Training Centre		
Youth NOW		
Various Friendship Centres		
OUTREACH TO VISIBLE MINORITY AND IMMIGRANT ORGANIZATIONS		
Alicia Rae Career Center, Inc.		
Immigrant and Refugee Community Organization of Manitoba Inc.		
Manitoba Start		
NorWest Co-op Community Health Centre		
Opportunities for Employment		
SEED Winnipeg		
Success Skills Centre		
Victor Mager – Adult Education Program		
Various ethno-cultural community groups		
OUTREACH TO GENDER DIVERSITY ORGANIZATIONS		
Pride Winnipeg		
Rainbow Resource Centre		
Sexuality Education Resource Centre		
Trans Manitoba		
BENEFITS PROVIDERS AND ADMINISTRATORS		
Manitoba Blue Cross	17(1), 17(2)(e)	Senior Account Executive
Canada Life (formerly Great West Life)	17(1), 17(2)(e)	Senior Account Manager
Civil Service Superannuation Board	17(1), 17(2)(e)	General Manager
Teachers Retirement Allowance Fund	17(1), 17(2)(e)	President & CEO
UNIONS		
Manitoba Federation of Labour (MFL)	17(1), 17(2)(e)	President
Manitoba Government and General Employees' Union (MGEU)	17(1), 17(2)(e)	President
Manitoba Association of Crown Attorneys (MACA)	17(1), 17(2)(e)	President
Legal Aid Lawyers' Association (LALA)	17(1), 17(2)(e)	President
Canadian Union of Public Employees (CUPE) Manitoba	17(1), 17(2)(e)	President

Manitoba Association of Government Engineers (MAGE)	17(1), 17(2)(e)	President
International Union of Operating Engineers (IUOE)	17(1), 17(2)(e)	General President
Doctors Manitoba	17(1), 17(2)(e)	President-Elect

Agencies, Boards and Commissions Appointments

Nil.

Statutory Responsibilities of the Minister

Any statutes that are not assigned to a particular Minister are the responsibility of the Minister of Justice, as are any amendments to those statutes.

The department is responsible for the administration of the following acts of the Consolidated Statutes of Manitoba:

- The Public Service Act
- The Civil Service Special Supplementary Severance Benefit Act (1983)
- The Civil Service Superannuation Act
- The Public Interest Disclosure (Whistleblower Protection) Act
- The Public Servants Insurance Act
- The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act

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.