

# **Manitoba Public Service Commission**

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

### **Annual Report Rapport annuel**

**For the year ended March 31, 2024  
Pour l'exercice terminé le 31 mars 2024**

### **LAND ACKNOWLEDGEMENT**

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

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

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

We respect the spirit and intent of Treaties and remain committed to working in partnership with First Nations, Inuit and Métis Peoples as we walk the shared path of truth and reconciliation.

### **RECONNAISSANCE TERRITORIALE**

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'intention des traités. Nous restons déterminés à travailler en partenariat avec les Premières Nations, les Inuits et les Métis alors que nous marchons ensemble vers la vérité et la réconciliation.

**Annual Report**

**2023-24**

**Manitoba Public**

**Service Commission**

**Rapport annuel**

**2023-2024**

**Commission de la**

**fonction publique du**

**Manitoba**

**Manitoba Public Service Commission**

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## Minister of Finance

Minister responsible for Manitoba Hydro  
Minister responsible for the Public Service Commission  
Minister responsible for the Public Utilities Board

Legislative Building, Winnipeg, Manitoba R3C 0V8 CANADA

Her 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, 2024.

Respectfully submitted,

*Original Signed By*

Honourable Adrien Sala  
Minister of Finance  
Minister responsible for Manitoba Hydro  
Minister responsible for Manitoba Public Service  
Minister responsible for the Public Utilities Board





## Ministre des Finances

Ministre responsable d'Hydro-Manitoba  
Ministre responsable de la Fonction publique Commission  
Ministre responsable de l' Office des services publics

Palais législatif, Winnipeg (Manitoba) R3C 0V8 CANADA

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

Madame la Lieutenant-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 2024.

Le tout respectueusement soumis,

*Original signé par*

Adrien Sala  
Ministre des Finances  
Ministre responsable d'Hydro-Manitoba  
Ministre responsable de la Fonction publique du Manitoba  
Ministre responsable de la Régie des services publics



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The Honourable Adrien Sala  
Minister Responsible for the Manitoba Public Service  
Room 103 Legislative Building  
Winnipeg, MB R3C 0V8

Sir:

I am pleased to present for your approval the 2023-24 Annual Report of the Public Service Commission.

Respectfully submitted,

*Original Signed By*

Jocelyn Baker

Acting Public Service Commissioner





Commission de la fonction publique

Bureau du commissaire de la fonction publique

Palais législatif, bureau 141

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Adrien Sala

Ministre responsable de la Commission de la fonction publique

Palais législatif, bureau 103

Winnipeg (Manitoba) R3C 0V8

Bonjour,

J'ai le plaisir de soumettre à votre approbation le rapport annuel de la Commission de la fonction publique pour l'exercice 2023-2024.

Le tout respectueusement soumis.

*Original signé par*

Jocelyn Baker

Commissaire de la fonction publique par intérim



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# Introduction/ Aperçu du Rapport annuel

This Annual Report fulfills the department reporting requirements described in the Financial Administration Act. The Annual Report is organized in accordance with departments' appropriation structure as at March 31, 2024, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Supplement to the Estimates of Expenditure, the annual report includes the Manitoba Government Performance Measurement Framework to foster operational improvements by reinforcing transparency, urgency, alignment, and accountability. Performance Measurement aligns the departments' work to the government's mandate and strategic priorities. Departments then create operating plans that further translate strategy into day-to-day operations.

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 financial results and associated variance explanations continue to be provided at the sub-appropriation level. The Annual Report provides a comprehensive picture of the department's financial performance.

Le présent rapport annuel répond aux exigences ministérielles en matière de rapports qui sont décrites dans la Loi sur la gestion des finances publiques. Il est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2024, qui tient compte des crédits autorisés ayant été approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel comprend le cadre de mesure de la performance du gouvernement du Manitoba, qui favorise l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. La mesure de la performance permet d'harmoniser les travaux des ministères avec le mandat et les priorités stratégiques du gouvernement. Les ministères élaborent ensuite des plans opérationnels qui intègrent ces thèmes aux activités quotidiennes.

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. Le rapport annuel fournit un portrait global de la performance financière du ministère.

# Department At a Glance – 2023-24 Results

<p><b>The Public Service Commission Description</b></p>	<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>
<p><b>Minister</b></p>	<p>Honourable Adrien Sala</p>
<p><b>Deputy Minister</b></p>	<p>Jocelyn Baker, Acting Public Service Commissioner</p>

Summary Expenditure (\$M)	
<p><b>39</b></p>	<p><b>39</b></p>
<p><b>Authority</b></p>	<p><b>Actual</b></p>

Core Expenditure (\$M)		Core Staffing
<p><b>38</b></p>	<p><b>38</b></p>	<p><b>391.25</b></p>
<p><b>Authority</b></p>	<p><b>Actual</b></p>	<p><b>Authority</b></p>

# Coup d'œil sur le ministère – Résultats en 2023-2024

<b>Description de la Commission de la fonction publique</b>	<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 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. Enfin, elle produit des rapports et des analyses qui appuient ou font progresser les priorités du gouvernement.</p>
<b>Ministre</b>	Adrien Sala
<b>Sous-ministre</b>	Jocelyn Baker, commissaire de la fonction publique par intérim

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

Dépenses ministérielles (en millions de dollars)		Personnel ministériel
38	38	391,25
Dépenses autorisées	Dépenses réelles	Dépenses autorisées

# Department 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 Finance, Manitoba Hydro, 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 the following branches:

- The Comptrollership and Analytical Services Branch of the Department of Finance provides shared service support to the Public Service Commission through financial management and leadership, including budget, cashflows, internal controls, and monitoring, as well as providing the comptrollership function, including Delegated Financial Signing Authorities.
- The Finance and Administration Shared Services Branch of the Department of Finance provides transactional accounting services, including vendor and employee remittance, contract management, and administrative functions related to corporate travel cards, procurement cards, the parking program, and associated reconciliations and payments.
- Digital and Technology Solutions from the Department of Consumer Protection and Government Services provides guidance and effective management of ICT investments for the Public Service Commission.

# Responsabilités ministérielles

Les responsabilités générales de la personne occupant le poste de ministre et de la Commission de la fonction publique comprennent les suivantes :

- Mettre en œuvre la Loi sur la fonction publique et ses règlements d'application.
- Gérer de façon efficace les ressources humaines et les 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 qui appuient ou font 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 concerne le recrutement et la sélection des fonctionnaires selon les principes du mérite, de l'équité et de l'impartialité.

## **La personne occupant le poste de ministre est aussi responsable des entités suivantes :**

ministère des Finances, Manitoba Hydro et Régie des services publics du Manitoba, un tribunal administratif quasi judiciaire indépendant relevant de la Législature du Manitoba.

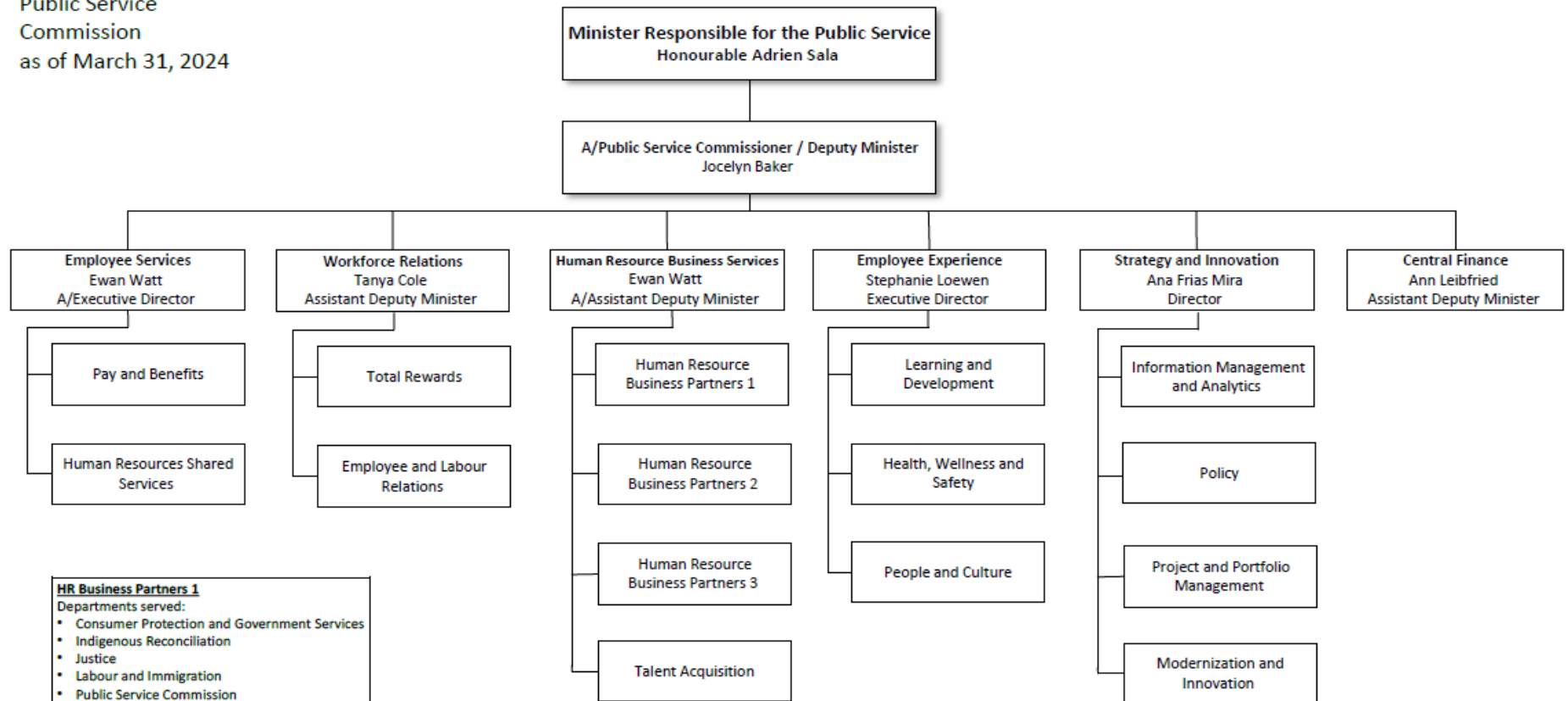
## **Services partagés du ministère**

Les directions suivantes fournissent des services partagés à la Commission de la fonction publique.

- La Direction du contrôle financier et des services analytiques du ministère des Finances fournit à la Commission de la fonction publique des services partagés en matière de gestion et de leadership financiers, notamment pour le budget, les flux de trésorerie, la surveillance et les contrôles internes de même que la fonction de contrôleur, y compris les pouvoirs de signer des documents financiers.
- Les Services partagés des finances et de l'administration du ministère des Finances fournissent des services de comptabilité transactionnelle, notamment pour les versements aux fournisseurs et aux employés et la gestion des marchés, et ils remplissent des fonctions administratives liées aux cartes de voyage professionnelles, aux cartes d'achat, au programme de stationnement et aux rapprochements et paiements connexes.
- La Division des solutions numériques et technologiques du ministère de la Protection du consommateur et des Services gouvernementaux fournit des conseils et une gestion efficace des investissements en technologies de l'information et des communications (TIC) à la Commission de la fonction publique.

# Organizational Structure

Public Service  
Commission  
as of March 31, 2024



- HR Business Partners 1**  
Departments served:
- Consumer Protection and Government Services
  - Indigenous Reconciliation
  - Justice
  - Labour and Immigration
  - Public Service Commission
  - Statutes and Regulations Review Board
- HR Business Partners 2**  
Departments served:
- Education and Early Childhood Learning
  - Executive Council
  - Finance
  - Health, Seniors and Long Term Care
  - Indigenous Economic Development
  - Municipal and Northern Relations
  - Transportation and Infrastructure
- HR Business Partners 3**  
Departments served:
- Advanced Education and Training
  - Agriculture
  - Economic Development, Investment, Trade and Natural Resources
  - Environment and Climate Change
  - Families
  - Housing, Addictions and Homelessness
  - Sport, Culture, Heritage and Tourism

# 2023-24 Key Achievement Highlights

During the fiscal year, the Public Service Commission (commission) accomplished the following:

- Continued to advance an engaged public service that is respectful, diverse, and inclusive, which included making enhancements to onboarding for new employees and new leaders and developing new training on inclusive leadership. The commission advanced actions under the Manitoba Government Accessibility Plan for 2023 and 2024 to remove barriers and strengthen accessibility within Manitoba's Public Service, while collaborating with Employee Network Groups and external organizations to support equity, diversity, and inclusion-related learning events for public servants.
- 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 (TRC) Call to Action (CTA) 57. In 2023, the first module of a new mandatory course called "Our Shared Journey Towards Truth and Reconciliation" was launched to increase awareness about the historical and contemporary issues facing Indigenous Peoples in Manitoba and Canada. Developed in partnership with the Manitoba Indigenous Reconciliation Secretariat and informed by engagement with Indigenous Peoples throughout Manitoba, the remaining modules will be launched in the fall of 2024.
- Continued to deliver and enhance workforce data analytics that inform evidence-based decision-making including through the Employee Perspectives Program (EPP), the delivery of an annual employee engagement survey and exit survey to look for areas of improvement for employee retention and engagement.
- Completed the fifth year of administering the Learning Fund, which supports individual and group training that is job-specific and addresses organizational needs. In 2023-24, a total of 1,103 individual and 246 group applications were received, supporting specialized and innovative professional development opportunities for 6,200 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.
- Supported the transition of government following the October 3, 2023, general election, including operational impacts related to the associated reorganization of departments.
- The commission's Investigations Unit (IU) within Workforce Relations completed its third 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.



- Continued to support the STEP Services program, in which 6,535 students registered to be considered for job opportunities through the program in 2023-24, with a total of 1,905 students hired across government during that period.
- Building on a pilot of a centralized Talent Acquisition branch started in 2022-23, fully implemented the centralization of recruitment for the Manitoba government into one branch, allowing for improvements to consistency and efficiency in recruitment. With the change, three Human Resource Business Partner Service Centres continue to provide departments with strategic support to address other HR issues and requirements.
- Supported departments in engaging in 1,345 competitions and issued 3,062 competitive appointments.
- Attended 59 career fairs and recruitment events throughout the year, as well as hosting a first ever Manitoba Government Career Fair.
- Launched a redesigned commission intranet site as well as a new AskPSC employee inquiry service.
- Continued to represent the employer in collective agreement negotiations and administration for bargaining units, as well as in grievances and labour arbitrations proceedings.
- Continued to administer the government's job classification program, including the evaluation of all job classification requests, as well as continued the development of a new classification system and job evaluation tools.
- Developed new training for department designated officers to strengthen awareness and understanding of PIDA and to guide them in carrying out their responsibilities when receiving and handling a disclosure of wrongdoing under the legislation.

# Principales réalisations en 2023-2024

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

- La Commission a continué de promouvoir une fonction publique engagée, respectueuse, diversifiée et inclusive, notamment en améliorant l'intégration des nouveaux employés et des nouveaux dirigeants et en offrant une nouvelle formation sur le leadership inclusif. La Commission a fait progresser les mesures prises dans le cadre du Plan d'accessibilité du gouvernement du Manitoba pour 2023 et 2024 afin d'éliminer les obstacles et de renforcer l'accessibilité au sein de la fonction publique du Manitoba, tout en collaborant avec des groupes de réseaux d'employés et des organisations externes pour soutenir la tenue d'activités d'apprentissage sur l'équité, la diversité et l'inclusion à l'intention des fonctionnaires.
- La Commission a continué de renforcer 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. En 2023, le premier module d'un nouveau cours obligatoire portant sur notre cheminement commun vers la vérité et la réconciliation a été lancé pour accroître la sensibilisation aux enjeux historiques et contemporains qui touchent les peuples autochtones du Manitoba et du Canada. Élaborés en partenariat avec le Secrétariat pour la réconciliation avec les peuples autochtones et en consultation avec les peuples autochtones du Manitoba, les derniers modules seront lancés à l'automne 2024.
- La Commission a poursuivi son analyse des données sur la main-d'œuvre et a continué d'améliorer ce service afin d'éclairer la prise de décisions fondées sur des données probantes, notamment par l'entremise de son sondage sur les perspectives des employés, d'une enquête annuelle portant sur la mobilisation des ressources humaines ainsi que d'entrevues de départ lui permettant de déceler les domaines où des améliorations pourraient être apportées afin d'améliorer la participation des travailleurs et leur maintien en poste.
- La Commission a terminé sa cinquième année d'administration du Fonds d'apprentissage, qui soutient la formation individuelle et en groupe expressément liée à l'emploi et répondant aux besoins organisationnels. En 2023-2024, la Commission a approuvé au total 1 103 demandes individuelles et 246 demandes de groupes, ce qui a permis d'offrir des possibilités de perfectionnement professionnel spécialisées et novatrices à 6 200 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.
- La Commission a soutenu le changement de gouvernement à la suite des élections générales du 3 octobre 2023 et l'adaptation des activités dans la foulée de la réorganisation ministérielle ayant fait suite à cette transition.

- L'unité des enquêtes en matière de relations de travail de la Commission a terminé sa troisième 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 l'adoption d'approches et la production de rapports statistiques cohérents dans l'ensemble de la fonction publique.
- La Commission a continué de soutenir le programme du Service STEP, auquel 6 535 étudiants se sont inscrits pour être pris en considération pour des possibilités d'emploi dans le cadre du programme en 2023-2024. Au total, 1 905 étudiants ont été embauchés dans l'ensemble du gouvernement au cours de cette période.
- S'appuyant sur un projet pilote portant sur la création d'une direction centralisée d'acquisition de talents en 2022-2023, la Commission a pleinement centralisé les activités d'embauche du gouvernement du Manitoba dans une seule direction, ce qui a permis de mieux uniformiser les efforts de recrutement et de les rendre plus efficaces. À la suite de ce changement, trois centres de services de partenaires d'affaires en ressources humaines continuent de fournir aux ministères un soutien stratégique pour répondre à d'autres enjeux et exigences en matière de ressources humaines.
- La Commission a encouragé les ministères à participer à 1 345 concours et a procédé à 3 062 nominations par voie de concours.
- La Commission a participé à 59 salons de l'emploi et activités de recrutement tout au long de l'année, en plus d'organiser le tout premier salon de l'emploi du gouvernement du Manitoba.
- La Commission a lancé un site intranet repensé ainsi qu'un nouveau service de renseignements (AskPSC) à l'intention des employés.
- La Commission a continué de représenter l'employeur dans les négociations et l'application des conventions collectives pour les unités de négociation ainsi que dans le cadre des procédures de griefs et d'arbitrage liées au travail.
- La Commission a continué d'administrer le programme de classification des emplois du gouvernement, d'évaluer toutes les demandes de classification des postes et d'élaborer un nouveau système de classification ainsi que des outils d'évaluation des emplois.
- La Commission a élaboré une nouvelle formation pour les fonctionnaires ministériels désignés afin de renforcer la sensibilisation et la compréhension de la Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles) et d'orienter ces agents dans l'exercice de leurs responsabilités lorsqu'ils reçoivent des signalements d'actes répréhensibles et qu'ils en font le traitement en vertu de la loi.

# Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. The government identified five provincial themes: Lowering Costs for Families, Rebuilding Health Care, Growing Our Economy, Safer, Healthier Communities and A Government that Works for You, with the department's objectives listed under each of the themes.

## 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 will achieve its mission through modeling and promoting the following values:

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

## Provincial Themes and Department Objectives

### A Government that Works for You

1. Lead effective human resource and employee and labour relations management.
2. Build public service capacity, dedicated to excellence in delivering results for Manitobans.
3. Foster a respectful, diverse, inclusive, supported and collaborative public service.

# Mesure de la performance du ministère

Les objectifs stratégiques ministériels reflètent les priorités du gouvernement élu, qui sont décrites dans les lettres de mandat. Le gouvernement a désigné cinq thèmes provinciaux (Réduire les coûts pour les familles, Rebâtir le système de soins de santé, Faire croître notre économie, Des collectivités plus sûres et plus saines et Un gouvernement qui travaille pour vous) sous lesquels sont répertoriés les objectifs ministériels.

## 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 d'autrui;
- intégrité;
- responsabilisation;
- compétence et dévouement;
- service;
- collaboration;
- innovation;
- durabilité.

## Thèmes provinciaux et objectifs ministériels

### Un gouvernement qui travaille pour vous

1. Gérer de façon efficace les ressources humaines et les relations de travail
2. Renforcer une fonction publique vouée à la poursuite de l'excellence dans l'obtention de résultats au profit de la population manitobaine
3. Favoriser l'établissement d'une fonction publique respectueuse, diversifiée, inclusive, soutenue et axée sur la collaboration

# Department Performance Measurement – Details

The following section provides information on key performance measures for the Public Service Commission for the 2023-24 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.

## A Government that Works for You

### 1. Lead effective human resource and employee and labour relations management

#### Key Initiatives

- **Public Service Commission Redesign:** Following an organizational review conducted with the assistance of a third-party consultant, the commission implemented a redesign of its service delivery model for 2023-24. The redesigned organizational structure is intended to increase efficiencies in the department's human resource, employee development, policy, data management, and employee and labour relations functions, including realigning the talent acquisition function into a dedicated unit focused on recruitment and outreach activities. This includes monitoring recruitment activities to assess opportunities for streamlining and enhancing service delivery.
- **Classification Modernization:** Continued the multi-year implementation of the new classification system and job evaluation tool, developed as part of the ongoing Classification Modernization project. The Classification Modernization project will ensure job classifications match the work public servants are doing; and ensures the government classification structure is objective, fair, consistent, transparent, can be easily understood, demonstrates career progression, reduces barriers to employee movement throughout the organization, and is easy to administer and maintain.
- **Supporting Evidence-Based Workforce Planning:** Continued review and update of SAP reporting tools, data integrity activities; and further developed workforce management analytics data, maintained in the Talent Analytics Dashboards for departments to support timely evidence-based workforce planning.
- **Reduce Paper Usage:** The commission continued to move further away from reliance on paper and increasingly provided clients with information and the means to access information, programs and services digitally.
- **Work within Divisional Operating Budget(s):** Continued to work within divisional operating budgets, which is a key indicator of fiscal accountability, and it allows the government to plan and manage financial resources to support projects and programs that best promote economic development.
- **Forecasting for Staffing, Salary and Benefits:** Provided information to commission staff involved in monthly cash flow reporting to more accurately reflect when positions would be filled in forecasting.

## Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.b. Percentage completion of the development of onboarding programs for new leaders and employees.	5%	95%	100%	<b>100%</b>
5.a Percentage of job evaluation* requests completed within first 60 working days, reported annually	75%	75%	70%	<b>97%</b>
5.b. Achieve a minimum target completion rate of 50% of respectful workplace investigations completed within 30 working days.	38%	14%	50%	<b>7%</b>
5.c. Achieve a minimum target completion rate of 50% of investigations into other workplace issues completed within 60 working days.	55%	48%	50%	<b>43%</b>
6.a Percentage of completed performance development conversations within Manitoba's core public service each fiscal year	-	-	-	<b>24%</b>
9.a. Decrease percentage of paper usage	0%	30%	6%	<b>24%</b>
10.a Percentage of operating budget expended	99%	100%	100%	<b>100%</b>
10.b. Improve accuracy of forecasting staffing and salary/benefit costs	0%	7%	5%	<b>6%</b>

### **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 assesses progress on the development and implementation of an enhanced onboarding program for new leaders and employees. Final program implementation was achieved in the 2023-24 fiscal year and this measure is retired as of the end of the 2023-24 fiscal year.

### **5.a Percentage of job evaluation requests completed within first 60 working days, reported annually:**

By improving completion time for job evaluation reviews (formerly called classification reviews) within Manitoba's job evaluation program, the commission is increasing the efficiency of our processes, and in turn the effectiveness of our service delivery to public servants. 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 2023-24. This performance measure was previously listed as "Achieve a minimum target of 70% of job evaluation\* requests completed within the first 60 working days."

**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 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, however, there may be extenuating circumstances that result in delays. Policy review and updates are underway relating to this measure. This measure is retired as of the end of 2023-24 and will be reevaluated following the completion of the policy review and update.

**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 commission] is increasing the efficiency of our processes and in turn the effectiveness of our service delivery to Manitoba's core 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). However, there may be extenuating circumstances that result in delays. Policy review and updates are underway relating to this measure. This measure is retired as of the end of 2023-24 and will be reevaluated following the completion of the policy review and update.

**6.a Percentage of completed performance development conversations within Manitoba's core public service each fiscal year:** This measure tracks the percentage of Manitoba's core public service employees, excluding department seasonal staff, who have completed a formal Performance Development Conversation Form or Probation/Assessment Form with their supervisor each fiscal year. Completion of annual performance development conversations and probation/assessment conversations for employees new to their role helps employees and supervisors work together to improve performance, ensure work expectations are met, and that employees are provided with the tools necessary to support the programs and services on which Manitobans depend on. Reporting for departments was recommended in 2023-24 and is required for 2024-25, with a 60% completion rate identified as the standard target. For detailed departmental information, see Appendix D.

**9.a. Decrease percentage of paper usage:** This measure identifies the percent reduction in the number of packages of paper consumed by the commission in a fiscal year, to indicate an overall reduction in paper usage. Reducing paper usage in government is a significant initiative that will reduce expense and waste, contribute to sustainability and demonstrate value and cost effectiveness. This measure is retired at the end of the 2023-24 fiscal year due to changes in supplier and paper ordering processes which impacts ability to accurately determine paper usage percentages.



**10.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 target is to expend 100% or less of the operating budget each fiscal year. This measure is retired as of the end of fiscal year 2023-24.

**10.b. Improve accuracy of forecasting staffing and salary/benefit costs:** This measure tracks the actual cost of staffing and benefits compared to forecasted costs at fiscal year end. Accurate forecasting supports better government and the commission's financial planning and cash flows. Target is to forecast within 0-5% of actuals. After reviewing previous year's data, it has been determined that the data collected does not accurately reflect the initial intention of creating the measure. As such, this measure is retired as of the end of fiscal year 2023-24.

## 2. Build public service capacity, dedicated to excellence in delivering results for Manitobans

### Key Initiatives

- **Employee Perspectives on Capacity:** Continued to implement the EPP to gauge employee engagement and other factors of workplace satisfaction. This includes perspectives on employees' capacity to deliver on Manitoba government's priorities, which helps inform enhancements to capacity building tools and resources for employees.
- **Capacity Building Tools and Supports for Managers and Employees:** Continued to develop workforce policies, tools, training and processes to support capacity building of managers and employees to deliver on Manitoba government's priorities and improve outcomes for Manitobans. This included:
  - promoting performance development and learning plan tools to support the ongoing development of employees – this included continued enhancements to the performance development toolkit
  - launching and promoting training to strengthen awareness and understanding of PIDA
  - promoting the Learning Fund to all employees to support their self-directed learning and development
  - continuing to deliver and enhance leadership development programs to build capacity of public service leaders
  - establishing consistent onboarding programs for new leaders and employees, including the development of the Onboarding Day for New Leaders workshop and new onboarding tools supervisors can utilize when employees join their teams
- **Supporting Capacity within the Public Service Commission:** Continued to support capacity building of commission employees through consistent onboarding processes and engaging in annual performance development conversations and learning plan reviews.
- **Retention of Indigenous Employees:** Continued to measure the retention rate of Indigenous employees in Manitoba's core public service to support the Manitoba government's broader objective of increasing Indigenous representation in its workforce, aligning with the spirit and intent of the TRC CTA 92, 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 the Manitoba government. 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.

## Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
1.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) capacity index	67%	64%	70%	<b>73%</b>
2.c Percentage of Indigenous employees retained in Manitoba's core public service each fiscal year	94%	93%	90%	<b>93%</b>

### **1.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) capacity index:**

The commission 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 contributing to a strong public service equipped to deliver outcomes to serve the needs of Manitobans. Percentage agreement scores to the EPP employee engagement survey questions related to employee's perspectives on their capacity to deliver are averaged to determine the overall agreement score. Employee engagement survey results will be compared over time to gauge progress in this measure. This performance measure was previously listed as "Increase the percentage of positive responses to the Employee Perspectives Program capacity index for the public service."

### **2.c Percentage of Indigenous employees retained in Manitoba's core public service each fiscal year:**

This measure captures the percentage of Indigenous employees retained in Manitoba's core public service in each fiscal year. 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 CTA 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. This performance measure was previously listed as "Increase the retention of Indigenous employees in Manitoba's core public service."

### 3. Foster a respectful, diverse, inclusive, supported and collaborative public service

#### Key Initiatives

- **Reconciliation Training for Manitoba’s Public Service:** Continued to strengthen and broaden reconciliation training for public servants to advance reconciliation in the workplace and to address the TRC CTA 57. PSC continued to work with Indigenous organizations and speakers to offer educational workshops and “Lunch & Learn” sessions for public servants at all levels of government. In addition, the commission continued to collaborate with Employee Network Groups such as Touchstone and external organizations through various initiatives and future planning, including supporting additional learning opportunities on specific subject areas within CTA 57.
- **New Mandatory Course - Advancing Reconciliation in Manitoba’s Public Service:** The commission launched a new mandatory course for public servants entitled Our Shared Journey Toward Truth and Reconciliation, in partnership with the Manitoba Indigenous Reconciliation Secretariat. The course is designed to increase awareness about the historical and contemporary issues facing Indigenous peoples in Manitoba and Canada. It also recognizes the contributions of Indigenous peoples, including ways that public servants can develop respectful and effective relationships with Indigenous peoples and communities. The course includes four modules, guided by the principles of reconciliation (Understanding, Respect, Engagement, Action). The course content was informed by engagement and consultation with Indigenous Elders, academics, communities, and Rights Holder Organizations across Manitoba. The first module was launched in July 2023, with remaining modules to launch in Fall 2024.
- **Indigenous Consultant and Specialist Roles:** The commission continued to leverage Indigenous consultant and recruitment specialist positions to ensure a continued focus on employee learning, recruitment of new Indigenous talent to Manitoba’s core public service, and other projects that advance Truth and Reconciliation across the organization.
- **Attracting Indigenous Peoples to Manitoba’s Public Service:** Continued to strengthen recruitment practices and outreach to attract Indigenous peoples within Manitoba’s core public service through focused recruitment. Increasing our Indigenous representation in Manitoba’s Public Service will support the overall objective to advance reconciliation. Established benchmarks currently exist within the public service for employment equity representation.
- **Focused Recruitment for Employment Equity Groups:** In building a diverse and representative public service, the commission continued to promote and track preference and designated competitions for designated employment equity groups (women, Indigenous peoples, visible minorities and persons with disabilities), and strengthen internship, equity and employee development programs.
- **Diversity and Inclusion-Related Learning and Supports:** Continued to support an inclusive workforce by increasing diversity and inclusion-related learning events and courses for Manitoba’s core public service. The commission continued to collaborate with Employee Network Groups and external organizations, such as Pride Winnipeg, Pride at Work Canada, Indigenous-led organizations, and organizations supporting persons with disabilities. New mandatory anti-racism training will be launched in 2024. Mandatory diversity and inclusion training for core public servants is being updated with the most current information, resources and tools that support diverse, equitable and inclusive workplaces. The commission also continued to work with Employee Network Groups and Pride at Work Canada to improve inclusivity and strengthen transparency around the collection of gender and biological sex data on its forms.

- **Manitoba Government Accessibility Plan:** Implemented actions outlined in the new Manitoba Government Accessibility Plan (MGAP) for 2023 and 2024, that included actions to make government workplaces, products and services accessible to all Manitobans and employees. The commission’s accessibility consultant worked in collaboration with department accessibility champions to advance actions under the MGAP such as implementing supporting resources and learning opportunities for employees within Manitoba’s Public Service. The next version of the MGAP is in development and expected to be complete by the end of 2024.
- **Employee Perspectives Program (EPP) on Respect and Inclusion:** Continued to implement the EPP to gauge employee engagement and other factors of workplace satisfaction, including employee’s perspectives on feeling included in the workplace and respect in the workplace, that will inform enhancements to tools and resources to support diverse, inclusive and respectful workplaces.
- **Investigating and Addressing Respectful Workplace Issues:** Continued to investigate and address respectful workplace issues in a timely manner, and publicly report on the number of substantiated respectful workplace complaints in the core public service.
- **Respectful Workplace Resources:** In supporting respectful workplaces, the commission regularly promoted respectful workplace resources and supports for leaders and employees, including reminders to annually complete mandatory respectful workplace training.

## Performance Measures

Measure	Baseline	2022-23 Actual	2023-24 Target	2023-24 Actual
2.a Percentage of completion of reconciliation training within Manitoba's core public service	-	11%	90%	<b>75%</b>
3.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to feeling included in the workplace	69%	70%	70%	<b>72%</b>
3.b Number of Employment Equity Index benchmarks achieved within Manitoba's core public service, including within senior management positions	3/8	4/8	4/8	<b>3/8</b>
3.c Percentage of completion of diversity and inclusion training within Manitoba's core public service each fiscal year	78%	88%	90%	<b>92%</b>
4.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to respect in the workplace	83%	80%	70%	<b>81%</b>
4.b. Decrease the number of substantiated respectful workplace complaints in the core public service.	71	154	146.3	<b>49</b>
4.c Percentage of Manitoba's core public service that have completed mandatory respectful workplace training each fiscal year	67%	78%	90%	<b>72%</b>

**2.a Percentage of completion of reconciliation training within Manitoba's core public service:** This measure captures the percentage of public servants who have taken mandatory reconciliation training. 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 TRC CTA 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”. The mandatory reconciliation training was launched in 2023-24. This measure was previously listed as: “Percent completion of reconciliation training within Manitoba’s core public service.” Previously reported measure 2.b Percent completion of reconciliation training within the commission, is now reported in Appendix D, along with detailed department information from all government departments.

**3.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to feeling included in the workplace:** This measure captures employee’s perspectives on diversity and inclusion. The results help to assess and enhance the commission’s programs and services that foster a workplace culture that values diversity, respect, accessibility, and inclusion. The agreement score percentage to the EPP employee engagement survey question related to employee’s perspectives on feeling included in the workplace will be compared over time to gauge progress in this measure. This performance measure was previously listed as: “Increase the percentage of positive responses to Employee Perspectives Program survey questions related to employee’s perspectives on feeling included in the workplace.”

**3.b Number of Employment Equity Index benchmarks achieved within Manitoba's core 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. This government-wide measure is evaluated out of eight benchmarks, four benchmarks for the core public service and four for senior management positions. Previously reported measure 7.b. Number of Employment Equity Index benchmarks achieved, which reports the benchmarks achieved by the commission, is now reported in Appendix D, along with detailed department information from all government departments. The standard target for departments is to achieve three of four benchmarks.

**3.c Percentage of completion of diversity and inclusion training within Manitoba's core public service each fiscal year:** This measure captures the percentage of Manitoba’s core public service that have taken diversity and inclusion training offered through the commission. It is assumed that public servants will implement course learnings through their work, supporting inclusive workplaces. This performance measure was previously listed as “Percent completion of diversity and inclusion training within Manitoba’s core public service.” Previously reported measure 7.a. Percent completion of diversity and inclusion training, which reports on the completion of diversity and inclusion training within the commission, is now reported in Appendix D, along with detailed department information from all government departments.

**4.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to respect in the workplace:** This measure captures employee perspectives on respect in the workplace. The results help to identify opportunities for the commission 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 employee engagement survey questions related to employee’s perspectives on respect in the workplace were averaged to determine the overall agreement score. The results of the employee engagement survey will be compared over time to gauge progress in this measure. This performance measure was previously listed as “Increase the percentage of positive responses to Employee Perspectives Program survey questions related to employee’s perspectives on respect in the workplace.”

**4.b. Decrease the number of substantiated respectful workplace complaints in the core public service:** All public servants are responsible to create and sustain a respectful workplace culture, which includes reporting inappropriate conduct. This measure captures changes in the number of substantiated complaints and helps to inform opportunities for the commission to continue to build awareness, and offer training and other resources, to increase respect in Manitoba’s core public service. The 2023-24 target was based on a 5% reduction of the actual for 2022-23. On review of this measure, it has been determined the measure data does not accurately reflect the goal of the measure. As such, this measure is retired as of the end of fiscal year 2023-24.

**4.c Percentage of Manitoba's core public service that have completed mandatory respectful workplace training each fiscal year:** This measure captures the percentage of Manitoba’s core public service that has taken mandatory respectful workplace training. Completion of the training is an annual requirement. It is assumed that public servants will implement this learning through their work, supporting inclusive and respectful workplaces. This measure was previously listed as: “Percentage of Manitoba’s core public service that have completed mandatory respectful workplace training.” Previously reported measure 8.a. Percent completion of respectful workplace training, which reports on the completion of respectful workplace training within the commission, is now reported in Appendix D, along with detailed department information from all government departments.



# FINANCIAL DETAILS

## Consolidated Actual Expenditures

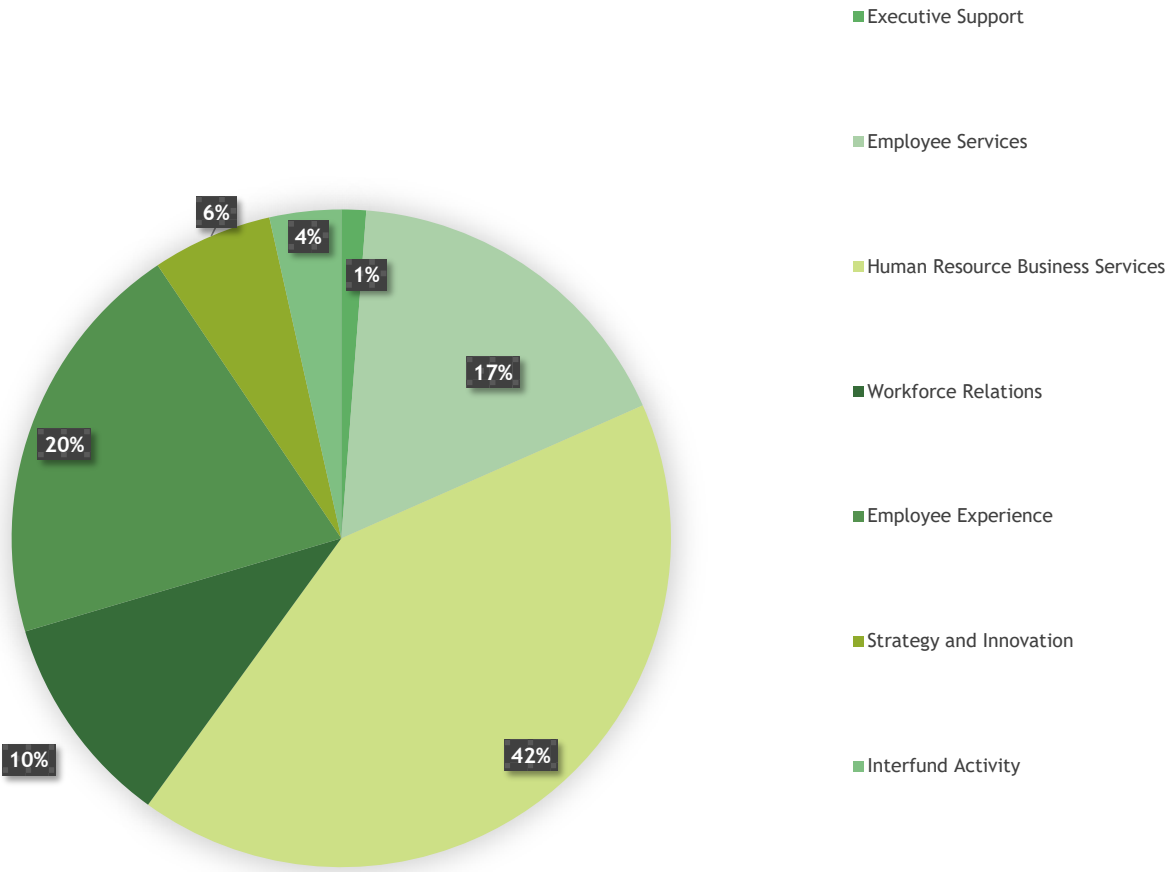
This table includes the expenditures of the department and Other Reporting Entities that are accountable to the minister and aligns to the Summary Budget.

### Consolidated Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2023-24 Actual	2022-23 Actual
Public Service Commission	37,793	-	1,100	38,893	40,197
<b>TOTAL</b>	<b>37,793</b>	<b>-</b>	<b>1,100</b>	<b>38,893</b>	<b>40,197</b>

# Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2023-24, Actuals



# Summary of Authority

Part A – OPERATING	2023-24 Authority \$ (000's)
<b>2023-24 MAIN ESTIMATES – PART A</b>	<b>27,933</b>
<b>Allocation of funds from:</b> Enabling Vote & Internal Service Adjustments	9,862
<b>Sub-total</b>	<b>37,795</b>
<b>In-year re-organization from:</b>	-
<b>Sub-total</b>	-
<b>2023-24 Authority</b>	<b>37,795</b>

## 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	27,933	-	-	9,862	<b>37,795</b>	-
<b>Subtotal</b>	27,933	-	-	9,862	<b>37,795</b>	-
<b>Part A – OPERATING (Non-Voted)</b>						
<b>TOTAL PART A - OPERATING</b>	27,933	-	-	9,862	<b>37,795</b>	-
<b>Part B – CAPITAL INVESTMENT</b>	-	-	-	-	-	-
<b>Part C – LOANS AND GUARANTEES</b>	-	-	-	-	-	-
<b>Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT</b>	-	-	-	-	-	-

NV – Non-Voted

# Part A: Expenditure Summary by Appropriation

## Departmental Actual Expenditures

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Authority 2023-24	Appropriation		Actual 2023-24	Actual 2022-23	Increase (Decrease)	Expl. No.
17-1 PUBLIC SERVICE COMMISSION						
Executive Support						
2,141	(a)	Salaries and Employee Benefits	428	510	(82)	
56		Other Expenditures	46	38	8	
Employee Services						
5,312	(b)	Salaries and Employee Benefits	6,090	5,605	485	
688		Other Expenditures	633	631	2	
Human Resource Business Services						
12,583	(c)	Salaries and Employee Benefits	15,564	21,065	(5,501)	1
4,689		Other Expenditures	883	812	71	
(438)		Less: Recoverable from Salaries and Employee Benefits	-	-	-	
(157)		Less: Recoverable from Other Expenditures	(156)	(149)	(7)	
Workforce Relations						
3,588	(d)	Salaries and Employee Benefits	3,535	3,479	56	
700		Other Expenditures	562	563	(1)	
Employee Experience						
3,270	(e)	Salaries and Employee Benefits	3,736	1,901	1,835	
3,893		Other Expenditures	4,846	2,909	1,937	
(292)		Less: Recoverable from Other Expenditures	(685)	(366)	(319)	
Strategy and Innovation						
1,607	(f)	Salaries and Employee Benefits	2,134	1,397	737	
155		Other Expenditures	177	102	75	
<b>37,795</b>	<b>Total Expenditures</b>		<b>37,793</b>	<b>38,497</b>	<b>(704)</b>	

Explanation(s):

- Human Resources Business Services: Salaries and Employee Benefits** – Variance is due to decrease in temporary COVID-19 Full-Time Equivalent (FTEs).

# Revenue Summary by Source

## Departmental Actual Revenue

For the fiscal year ended March 31, 2024, with comparative figures for the previous fiscal year \$(000s)

Actual 2022-23	Actual 2023-24	Increase (Decrease)	Expl. No.	Source	Actual 2023-24	Estimate 2023-24	Variance Over/(Under)	Expl. No.
				<b>Other Revenue</b>				
6	5	(1)		Sundry	5	21	(16)	
6	5	(1)		Subtotal	5	21	(16)	
6	5	(1)		<b>Total Revenue</b>	5	21	(16)	

# Departmental Program and Financial Operating Information

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

The 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.

Sub-Appropriations	2023-24 Actual	2023-24 Authority	
	\$(000s)	FTEs	\$(000s)
Executive Support	474	3.00	2,197
Employee Services	6,723	80.00	6,000
Human Resource Business Services	16,291	227.75	16,677
Workforce Relations	4,097	31.00	4,288
Employee Experience	7,897	33.50	6,871
Strategy and Innovation	2,311	16.00	1,762
	<b>37,793</b>	<b>391.25</b>	<b>37,795</b>

### Executive Support

Provides management and policy direction for the Public Service Commission and advises government on strategic human resource management issues.

#### 1 (a) Executive Support

Expenditures by Sub-Appropriation	Actual 2023-2024	Authority 2023-24		Variance	Expl. No.
	\$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	428	3.00	2,141	(1,713)	1
Other Expenditures	46		56	(10)	
<b>Total Sub-Appropriation</b>	<b>474</b>	<b>3.00</b>	<b>2,197</b>	<b>(1,723)</b>	

Explanation(s):

1. Variance is due to wage adjustments required across the Public Services Commission.

## Employee Services

Provides pay and benefit services for government and the co-ordination of administrative services for the Public Service Commission, as well as responding to front-line inquiries relating to human resources, pay and benefits, or Public Service Commission policies and programs.

### Key Results Achieved

- Supported the transition of government following the October 3, 2023 general election, including the transition of incoming and outgoing political staff.
- Supported implementation of changes related to collective bargaining for MACA, LALA, Judges and the newly signed 2023-2027 Government Employees' Master Agreement.
- Supported launching the updated Public Service Commission intranet site to incorporate a new look and branding, better search functionality, and making it easier for employees and managers to find information.
- Launched the AskPSC employee inquiry service, as a single point of contact for employees to get answers to common questions related to human resources, pay and benefits and other commission programs and initiatives.
- Transitioned office administration functions across the commission into the new Corporate Administration unit within the Human Resource Shared Services branch.

### 1 (b) Employee Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-2024	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)			\$ (000s)	
Salaries and Employee Benefits	6,090	80.00	5,312	778	1
Other Expenditures	633		688	(55)	
<b>Total Sub-Appropriation</b>	<b>6,723</b>	<b>80.00</b>	<b>6,000</b>	<b>723</b>	

Explanation(s):

1. Variance is due to wage adjustments across the Public Services Commission being allocated within Executive Support.

## 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.

### Key Results Achieved

- Continued to develop recruitment policies, tools, resources and processes to support greater efficiency and capacity.
- Represented departmental management in supporting collective bargaining for the 2023-2027 Government Employees' Master Agreement with the MGEU.
- Supported the transition of government following the October 3, 2023, general election, including operational impacts related to the associated reorganization of departments.
- Strengthened recruitment and outreach practices to attract and retain Indigenous people within Manitoba's core public service.
- Promoted and tracked preference and designated competitions for designated employment equity groups.
- Coordinated registration and representation of staff at career fairs to represent the Manitoba government as an employer of choice and hosted the first ever Manitoba Government Career Fair.
- Continued to provide advice and support to government departments and agencies to support safe, respectful, diverse, and inclusive workplaces.
- Continued to provide support to departments and employees requiring workplace accommodations.
- 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).
- Initiated work to review and align processes across the division to ensure role clarity and consistency in application.
- Fully implemented the centralization of recruitment for the Manitoba government into one branch, allowing for increases in consistency and efficiency in recruitment.

### 1 (c) Human Resource Business Services

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-2024	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	15,564	227.75	12,583	2,981	1
Other Expenditures	883		4,689	(3,806)	2
Less: Recoverable from Salaries and Employee Benefits	-		(438)	438	
Less: Recoverable from Other Expenditures	(156)		(157)	1	
<b>Total Sub-Appropriation</b>	<b>16,291</b>	<b>227.75</b>	<b>16,677</b>	<b>(386)</b>	



## Explanation(s):

1. Variance is due to wage adjustments across the Public Services Commission being allocated within Executive Support.
2. Variance is due to higher salary than operating expenses for COVID Term FTEs.

## Workforce Relations Division

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.

## Key Results Achieved

- Continued to develop workforce policies, tools, resources, and processes to support capacity building of managers and employees.
- The IU completed its third 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 G 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 F 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 F for further information).
- Continued to administer the government's job classification program, including the evaluation of all job classification requests, (please see Appendix F 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 (d) Workforce Relations

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-2024 \$ (000s)	FTEs	\$ (000s)	Over/(Under) \$ (000s)	
Salaries and Employee Benefits	3,535	31.00	3,588	(53)	
Other Expenditures	562		700	(138)	
<b>Total Sub-Appropriation</b>	<b>4,097</b>	<b>31.00</b>	<b>4,288</b>	<b>(191)</b>	

### Employee Experience

Delivers targeted services to public servants that foster expected behaviours, develop skills and knowledge, promote well-being, and create inclusive and accessible workplaces where employees are equipped and supported to perform at their highest level.

### Key Results Achieved

- Continued to improve on policies and programming to deliver on Manitoba government’s priorities and improve outcomes for Manitobans. In 2023, a new division, Employee Experience, was formed with three branches to deliver targeted services to public servants that foster expected behaviours, develop skills and knowledge, promote wellbeing, and create inclusive and accessible workplaces where employees are equipped and supported to perform at their highest level.
- Supported the ongoing delivery of mental health and wellness initiatives including “Lunch & Learn” events geared towards a variety of health and wellness topics.
- Continued to support the mental health and wellness of employees through the ongoing delivery of mental health and wellness training with a special focus during Mental Health Week, and promoting mental health and wellness resources that supplement existing services and resources available through the Employee and Family Assistance Program.
- Delivered Employee and Family Assistance Program services to a total of 1,779 public servants and eligible family members. This is a decrease of 174 from the previous year. A total of 1,673 cases were addressed by counsellors. This is a decrease of 14% from the previous year.
- Processed over 8,000 medical documents and letters from the Workers Compensation Board. The branch also represented employers in 42 claim appeals to the Workers Compensation Board Review Office and Appeal Commission.
- Processed 154 new claim applications and facilitated 20 successful return to work outcomes through the Long-Term Disability (LTD) program.
- Hosted two new workshops in 2023, “Neurodiversity in the Workplace” and “Psychological Safety in the Workplace”, to align with the ongoing commitment to mental health. In addition to these workshops and the fundamental courses of the corporate catalogue, the commission offered advanced desktop training and innovation initiatives. These efforts aim to enhance our public servants' skills and foster a culture of continuous improvement and creativity.
- Continued to support individual and group training that is job-specific and addresses organizational needs through administering the Learning Fund. In 2023-24, a total of 1,103 individual and 246 group applications were received, supporting specialized and innovative professional development opportunities for 6,200 public servants.
- Recruited a new cohort of interns under the general and financial stream of the Leaders in Training Program (LTP), a paid internship program that helps develop future leaders.

- Continued to implement the MGAP for 2023 and 2024, a two-year roadmap to advance accessibility within Manitoba’s Public Service through leadership initiatives and in the areas of customer service, employment, information and communications, training and education, and the built environment. A new MGAP is under development for 2025 and 2026.
- Engaged with Employee Network Groups and external organizations to support learning events, training, and resources for public servants that help support respectful, diverse, and inclusive workplaces. This includes partnerships with Pride Winnipeg, Pride at Work Canada, Indigenous-led organizations, and organizations supporting persons with disabilities. New inclusive leadership training launched in 2024. New mandatory anti-racism training is also being implemented in 2024. Mandatory diversity and inclusion training for core public servants is also being updated with the most current information, resources and tools that support diverse, equitable and inclusive workplaces.
- Continued to provide advice and support to government departments and agencies to support safe, respectful, diverse and inclusive workplaces. Established the Workplace Culture Unit within the Employee Experience Division that has a mandate to advance leadership development, employee engagement, and continue to support and advance respectful workplaces. Continued to support the development of leaders by offering several dynamic leadership programs and workshops, including Leadership Foundations for Supervisors, Certificate in Public Sector Management, Transformational Leadership Program for Executive and Senior Leaders, and Inclusive Leadership.
- Enhanced onboarding of public servants, including the development of the Onboarding Day for New Leaders workshop and new onboarding tools supervisors can utilize when employees join their teams.
- Led the development and implementation of special events throughout the year to enhance employee learning and engagement within Manitoba’s Public Service. Events included: Mental Health Week, Manitoba Access Awareness Week, National Public Service Week, Manitoba’s Public Service Award, e-Pledge Charitable Giving Campaign, and Learn@Work Week.
- Provided specialist support related to respectful workplace interventions, including conflict management consultations, group facilitations, and mediations. In addition to interventions, additional respectful workplace training and coaching was provided. Please see Table 1 for a summary of respectful workplace interventions.

### 1 (e) Employee Experience

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-2024	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	3,736	33.50	3,270	466	1
Other Expenditures	4,846		3,893	953	
Less: Recoverable from Other Expenditures	(685)		(292)	(393)	
<b>Total Sub-Appropriation</b>	<b>7,897</b>	<b>33.50</b>	<b>6,871</b>	<b>1,026</b>	

#### Explanation(s):

1. Variance is due to wage adjustments across the Public Services Commission being allocated within Executive Support.

## Strategy and Innovation

Provides central co-ordination of Public Service Commission 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.

### Key Results Achieved

- Established as a new branch April 1, 2023, and as part of department restructuring, supported departmental success by aligning existing and new functions to allow for enhanced strategic support within the Commission.
- 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.
- Developed training for department designated officers to strengthen awareness and understanding of PIDA, and to guide department designated officers in carrying out their responsibilities when receiving and handling a disclosure of wrongdoing under PIDA. Six modules were developed, one launched within 2023-24 with the remainder to be implemented summer 2024.
- Enhanced existing performance development resources and analytics to support continuous employee growth and development, and support performance goals and objectives aligning with organizational strategic priorities.
- Reviewed and updated SAP reporting tools and maintained the Talent Analytics Dashboards for each department to support evidence-based workforce planning. Maintained activities to support data quality checks, data modernization efforts and informed consultation work relating to the ERP modernization project.
- Continued to review and develop policies and supporting resources, including review and consultation on enhancements to the Reasonable Accommodation policy to improve process and align with accessibility guiding principles and requirements.
- Collected valuable employee insights through the EPP, including the 2024 employee engagement survey, to gauge employee engagement and other workplace satisfaction factors, including leadership, capacity to deliver, employee development, workplace culture, and retention. Efforts in 2023-24 also focussed on enhancing supportive resources for employees and leaders to drive participation and engagement.
- Implemented a standard project and project portfolio management framework and toolkit to guide and support project practitioners and improve project delivery success. Projects are centrally managed through the Project and Portfolio Management unit within the Strategy and Innovation branch to improve alignment with strategic priorities, improve informed decision making and resource allocation, as well as provide transparency and engagement into projects across the department.  
Led the launch of the updated Intranet site with a client-centric focus to facilitate access to information, in an engaging platform, advancing education and awareness of a wide range of human resource topics and resources.
- Maintained and enhanced internal communications activities to support commission staff engagement and flow of essential information. This includes the implementation of structured internal communications activities and site content to support staff in the delivery of services.

- Developed and introduced a modernization and innovation service delivery model within the commission to support problem solving, identification of efficiencies, creation/refinement of processes, programs and services using innovation and continuous improvement methodologies. This included efforts to support ensuring achievement of requirements for accessible internal and external documents.
- Led the continued implementation of performance measurement activities within the commission and began to advance supportive services and planning activities in the area of strategic planning.

**1 (f) Strategy and Innovation**

Expenditures by Sub-Appropriation	Actual	Authority 2023-24		Variance	Expl. No.
	2023-2024	FTEs	\$ (000s)	Over/(Under)	
	\$ (000s)		\$ (000s)	\$ (000s)	
Salaries and Employee Benefits	2,134	16.00	1,607	527	1
Other Expenditures	177		155	22	
<b>Total Sub-Appropriation</b>	<b>2,311</b>	<b>16.00</b>	<b>1,762</b>	<b>549</b>	

Explanation(s):

1. Variance is due to wage adjustments across the Public Services Commission being allocated within Executive Support.

# 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 regard 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 2023-24, the department 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 data-bbox="630 858 1341 968">• The commission continues to streamline processes, improve communication, and offer training and development opportunities.</li><li data-bbox="630 1020 1419 1213">• The commission modernized its service delivery model to better align resources with a view to provide services in a more efficient and effective way. The new service delivery model allows for more focus on strategic partnerships and initiatives.</li><li data-bbox="630 1283 1414 1430">• Work continues to support departments in their recruitment efforts, including streamlining recruitment processes and applying innovative recruitment strategies to address current and future employment needs.</li><li data-bbox="630 1478 1463 1621">• Enhanced existing performance development resources and analytics to support continuous employee growth and development, and support performance goals and objectives aligning with organizational strategic priorities.</li></ul>

# Regulatory Accountability and Red Tape Reduction

## Regulatory requirements

	April 1, 2023	March 31, 2024
Total number of regulatory requirements	235	235
Net change		N/A

The 2023-24 figures do not reflect the changes made by the department in the fiscal year or as a result of government reorganization, as counting of regulatory requirements was discontinued in the fiscal year. The associated performance measure was concurrently discontinued. The obligation to report on regulatory requirements for the fiscal year is repealed upon the enactment of Bill 16, The Regulatory Accountability Reporting Act and Amendments to The Statutes and Regulations Act, as introduced in the First Session of the 43rd Legislature.

# The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007 and amended in 2018. It gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service and protects 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 2023-24.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2023-24
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 captures diversity in Manitoba’s public service and in senior management.

<b>Equity Group</b>	<b>Benchmarks</b>	<b>% Total Employees as of March 31, 2024</b>
Women	50%	73.2%
Indigenous Peoples	16%	10.5%
Visible Minorities	13%	37.5%
Persons with Disabilities	9%	13.8%

# Appendices

## Appendix A – 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 (1983)
- The Civil Service Superannuation Act
- The Mandatory Training for Provincial Employees (Systemic Racism and Human Rights) Act
- The Public Interest Disclosure (Whistleblower Protection) Act
- The Public Servants Insurance Act
- The Public Service Act

Any statutes that are not assigned to a particular minister are the responsibility of the Minister of Justice.

## Appendix B – 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 – Referral and Placement.

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.

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.

#### 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, and skill development through volunteer roles on the NPN planning teams.

### **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 hosts workshops and special events to share traditional skills, culture and history.

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

VM Net is a community open to all interested government employees who celebrate and embrace diversity and inclusion, including those who self-identify as a visible minority. Members are encouraged to participate in government initiatives and are provided with opportunities to enhance their skills or develop new skills, support successful integration in the workplace, and build or expand networks to become a more informed, involved and skilled public servant. The network 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 persons with disabilities 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 2SLGBTQIA+ 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 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 support programming 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 21 Learning Champions representing departments across government as of March 31, 2024.

## **Leadership Development Programs:**

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

York University's Schulich Executive Education Centre (SEEC) was engaged in 2023-24 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. In 2023-24, 87 leaders completed this program.

### **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 2023-24, 28 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

In 2023-24, 16 learners graduated from the program.

### **Additional Training Development for Leaders**

In 2023-24, the commission offered workshops to 600 leaders at various levels, including supervisors/managers that oversee day-to-day operations of a unit to coach for results, empower teams, and improve relationships. These offerings helped leaders to learn together as well as to consistently communicate and reinforce desired changes in leadership behaviour and organizational culture. Topics included, emotional intelligence, coaching, how to get the best from your people, dealing with conflict, inclusive leadership and onboarding for leaders.

### **Work Experience Programs:**

#### **Volunteers in Public Service**

This program supports 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.

#### **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

<b>Internship, Equity and Employee Development Programs</b>			
<b>Internship Programs</b>			
<b>Leaders in Training Program</b>			
	Total participants in the program <sup>1</sup>	Participants hired into government positions	Number of program participants in 2023/-4 <sup>2</sup>
General Stream	43	39	15
Financial Stream	24	23	9
Data Science Stream	5	2 <sup>3</sup>	3
<b>Placement Programs</b>			
Career Gateway Program <sup>4</sup>	752	542	3
• Placement Stream	435	249	1
• Referral Stream	317	315	2
<b>Work Experience Programs</b>			
Volunteers in Public Service Program <sup>5</sup>	113	47	-
Project SEARCH	130	36 <sup>6</sup>	21

<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.

<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 C – 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	2021	2022	2023	2024
Regular, Term, Political, Departmental	11,988	12,248	11,854	12,108
Casual	220	242	172	147
Contract	24	24	28	32
<b>Total</b>	<b>12,232</b>	<b>12,514</b>	<b>12,054</b>	<b>12,287</b>

These figures include all active regular, term, Political (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 of March 31 of each year. It should be noted that the total number of employees fluctuates daily 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 of March 31st

Fiscal Year	2021-22	2022-23	2023-24
Number of Public Service Employees	12,514	12,054	12,287

### By Department for 2023-24

Department	As of March 31st, 2024
Offices of the Legislative Assembly	157
Executive Council	45
Advanced Education and Training	97
Agriculture	324
Economic Development, Investment, Trade and Natural Resources	758
Education and Early Childhood Learning	428
Environment and Climate Change	430
Families	1,496
Finance	479*
Health, Senior and Long Term Care	502
Indigenous Economic Development	18
Justice	3,636
Consumer Protection and Government Services	1,090*
Labour and Immigration	223
Housing, Addictions and Homelessness	503
Municipal and Northern Relations	306
Public Service Commission	317
Sport, Culture, Heritage, and Tourism	139
Transportation and Infrastructure	1,339
<b>Total</b>	<b>12,287</b>

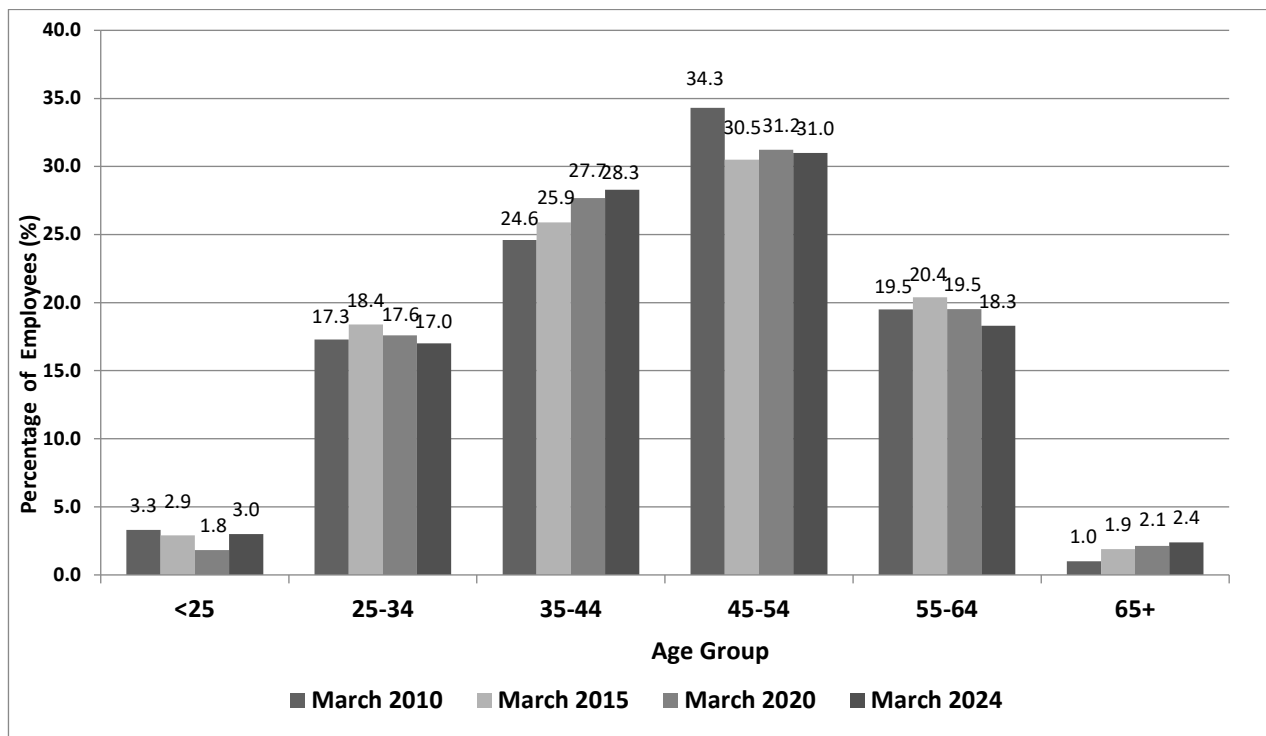
Note: \* - counts for **Other Reporting Entities** are included

## Age Demographics

As of March 31, 2024, the average age of all public servants was 45.2 years, and that of senior managers was 50.0 years. Recent projections show that 32.3% of public servants<sup>8</sup> will be eligible to retire within five years, increasing to 53.1% within 10 years. At the senior manager<sup>2</sup> level, 43.5% of employees will be eligible to retire within five years, and 74.5% within 10 years.

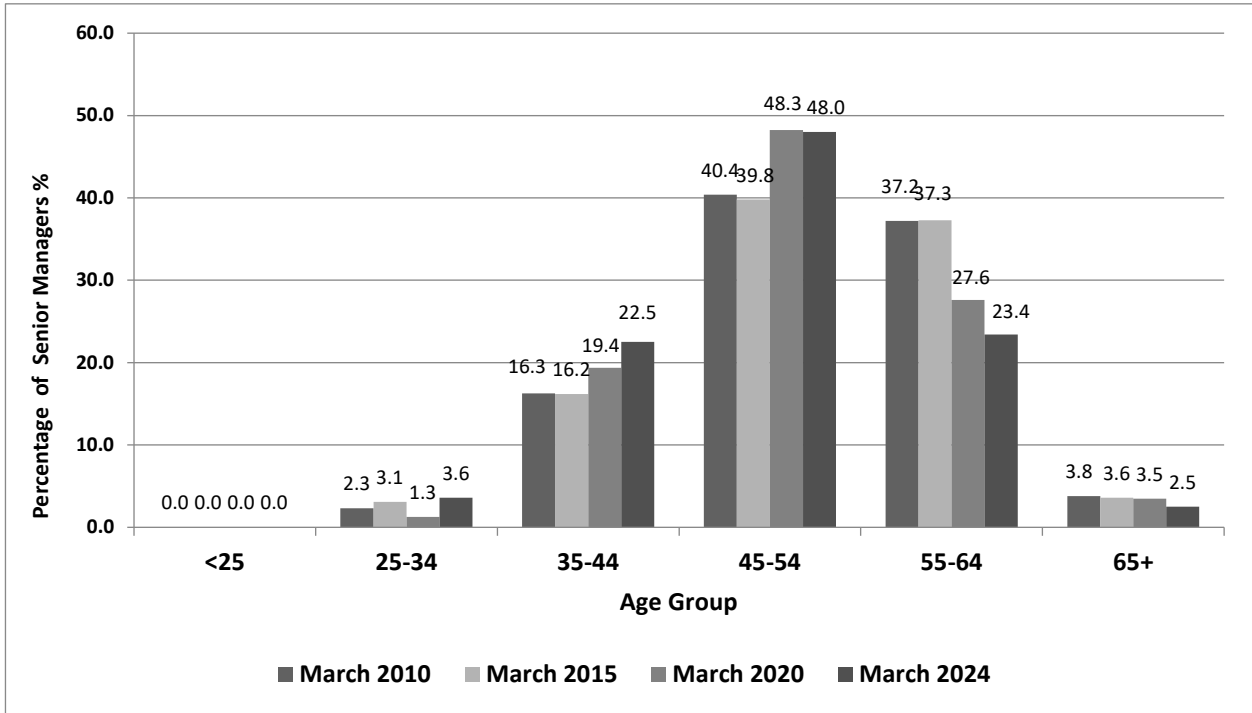
The following chart provides a breakdown of all active employees<sup>2</sup> by age group as of March 31, 2024, followed by a similar breakdown of senior managers.

### All employees



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

## Senior managers

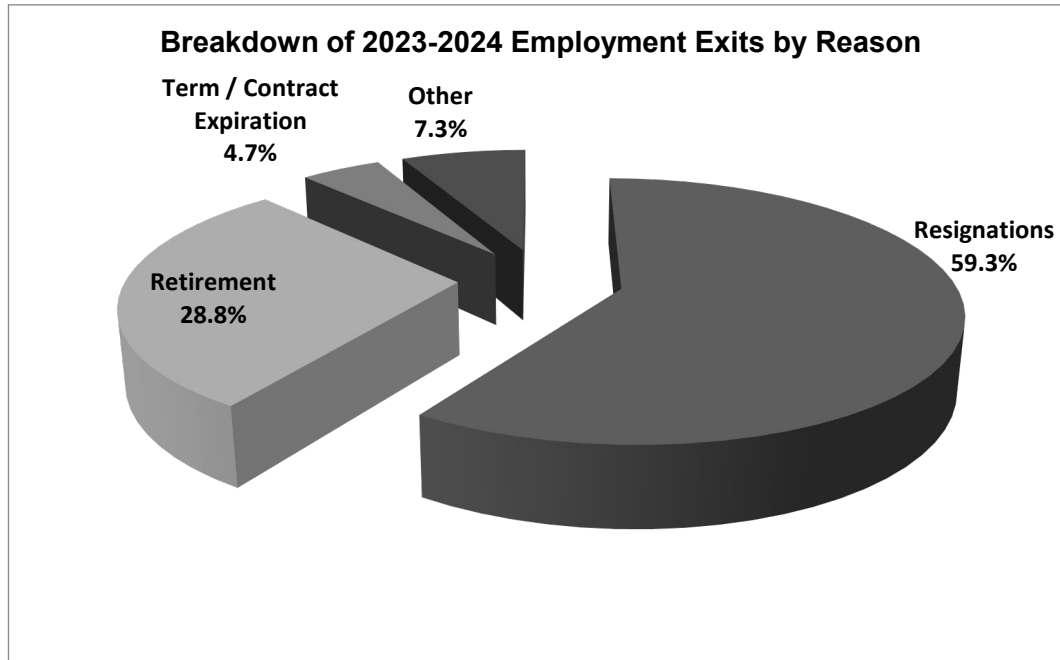


## Employee Turnover

The overall turnover rate<sup>9</sup> decreased from 13.4% in 2022-23 to 8.4% in 2023-24.

Statistics also indicate that the average age at which public servants retired<sup>4</sup> during the 2023-24 fiscal year was 61 years, which is slightly higher than the average of 60.8 in each of the prior three years.

Over the course of 2023-24, a total of 1,458<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

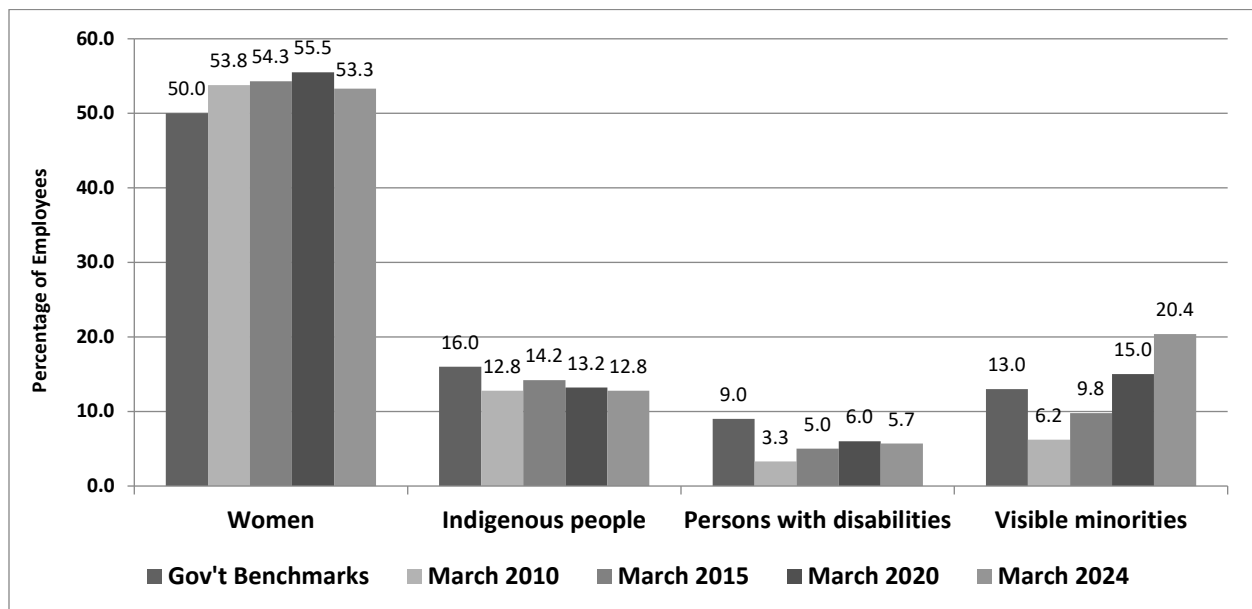
Employment equity is an important aspect of diversity efforts. The Employment Equity policy identifies four groups for which specific representation benchmarks have been established:

- 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 people, who because of their race or colour, are a visible minority; examples of visible minority include Black (e.g. African, Haitian, Jamaican and Somali), South Asian (e.g. East Indian, Pakistani, Punjabi and Sri Lankan), South East Asian (e.g. Cambodian, Indonesian, Laotian and Vietnamese), Arab / West Asian (e.g. Armenian, Egyptian, Iranian, Lebanese and Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

For information on 2023-24 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs in [Appendix B](#). Other activities supporting an inclusive, respectful work environment are noted under the [Key Results Achieved](#) section.

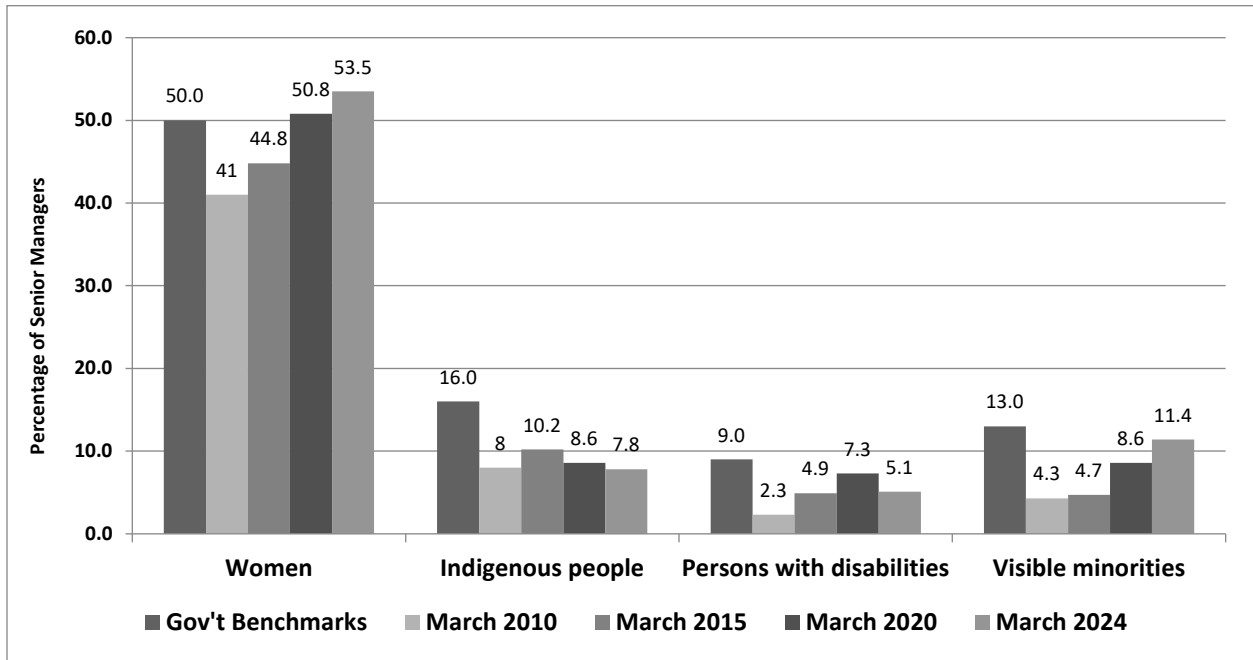
The following charts provide information on employment equity benchmarks, historical data and representation status as of March 31, 2024.

**All employees<sup>11</sup>**



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

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



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

## Appendix D – Detailed Departmental Information

The following tables include by-department reporting for corporate-wide measures in Manitoba’s core public service for the 2023-24 fiscal year. This data was previously included in each individual department’s Annual Report. In the 2023-24 fiscal year, the decision was made to consolidate reporting and report all corporate measures through the Public Service Commission Annual Report.

<b>Percent completion of performance development conversations per year by department</b>	<b>2022-23 Actual</b>	<b>2023-24 Target</b>	<b>2023-24 Actual</b>
Advanced Education and Training	70%	60%	32%
Agriculture	47%	60%	46%
Consumer Protection and Government Services	-	60%	10%
Economic Development, Investment, Trade and Natural Resources	-	60%	46%
Education and Early Childhood Learning	73%	60%	67%
Environment and Climate Change	3%	60%	27%
Families	7%	60%	20%
Finance	23%	60%	26%
Health, Seniors and Long-Term Care	-	60%	14%
Housing, Addictions and Homelessness	-	60%	19%
Indigenous Economic Development	-	60%	39%
Justice	3%	60%	18%
Labour and Immigration	-	60%	23%
Municipal and Northern Relations	-	60%	26%
Public Service Commission	46%	60%	83%
Sport, Culture, Heritage and Tourism	-	60%	22%
Transportation and Infrastructure	-	60%	17%

Note: Some departments proactively began reporting in 2022-23. Reporting was recommended for 2023-24 fiscal year and is required for 2024-25.

Percent completion of reconciliation training per year by department	2023-24 Target	2023-24 Actual
Advanced Education and Training	90%	80%
Agriculture	90%	75%
Consumer Protection and Government Services	90%	97%
Economic Development, Investment, Trade and Natural Resources	90%	83%
Education and Early Childhood Learning	90%	90%
Environment and Climate Change	90%	74%
Families	90%	62%
Finance	90%	85%
Health, Seniors and Long-Term Care	90%	64%
Housing, Addictions and Homelessness	90%	56%
Indigenous Economic Development	90%	90%
Justice	90%	79%
Labour and Immigration	90%	88%
Municipal and Northern Relations	90%	80%
Public Service Commission	90%	91%
Sport, Culture, Heritage and Tourism	90%	86%
Transportation and Infrastructure	90%	63%

Note: New measure started in 2023-24

Number of Employment Equity Index benchmarks achieved per year by department	2021-22 Actual	2022-23 Actual	2023-24 Target	2023-24 Actual
Advanced Education and Training	3	3	3/4	2/4
Agriculture	2	2	3/4	2/4
Consumer Protection and Government Services	1	1	3/4	1/4
Economic Development, Investment, Trade and Natural Resources	-	-	3/4	2/4
Education and Early Childhood Learning	2	2	3/4	2/4
Environment and Climate Change	1	2	3/4	1/4
Families	2	2	3/4	2/4
Finance	-	2	3/4	2/4
Health, Seniors and Long-Term Care	-	-	3/4	2/4
Housing, Addictions and Homelessness	-	-	3/4	2/4
Indigenous Economic Development	-	-	3/4	3/4
Justice	2	2	3/4	2/4
Labour and Immigration	-	1	3/4	2/4
Municipal and Northern Relations	-	-	3/4	3/4
Public Service Commission	3	3	3/4	3/4
Sport, Culture, Heritage and Tourism	2	2	3/4	2/4
Transportation and Infrastructure	2	2	3/4	2/4
<b>Manitoba's Core Public Service Total</b>	<b>2</b>	<b>2</b>	<b>3/4</b>	<b>2/4</b>

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department. Designated employment equity groups include women, Indigenous Peoples, visible minorities, and persons with disabilities. The standard target for all departments is to meet three of the four benchmarks.



<b>Percent completion of diversity and inclusion training per year by department</b>	<b>2021-22 Actual</b>	<b>2022-23 Actual</b>	<b>2023-24 Target</b>	<b>2023-24 Actual</b>
Advanced Education and Training	-	95%	90%	97%
Agriculture	-	94%	90%	96%
Consumer Protection and Government Services	-	90%	90%	97%
Economic Development, Investment, Trade and Natural Resources	-	-	90%	95%
Education and Early Childhood Learning	-	92%	90%	94%
Environment and Climate Change	65%	94%	90%	88%
Families	88%	89%	90%	94%
Finance	-	88%	90%	93%
Health, Seniors and Long-Term Care	-	-	90%	86%
Housing, Addictions and Homelessness	-	-	90%	93%
Indigenous Economic Development	-	-	90%	95%
Justice	90%	90%	90%	96%
Labour and Immigration	-	94%	90%	97%
Municipal and Northern Relations	-	-	90%	98%
Public Service Commission	88%	95%	90%	98%
Sport, Culture, Heritage and Tourism	-	96%	90%	99%
Transportation and Infrastructure	-	75%	90%	83%

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department.

<b>Percent completion of mandatory respectful workplace training per year by department</b>	<b>2021-22 Actual</b>	<b>2022-23 Actual</b>	<b>2023-24 Target</b>	<b>2023-24 Actual</b>
Advanced Education and Training	-	96%	90%	78%
Agriculture	-	78%	90%	79%
Consumer Protection and Government Services	80%	88%	90%	94%
Economic Development, Investment, Trade and Natural Resources	-	-	90%	77%
Education and Early Childhood Learning	-	87%	90%	85%
Environment and Climate Change	54%	78%	90%	69%
Families	68%	74%	90%	61%
Finance	94%	76%	90%	72%
Health, Seniors and Long-Term Care	-	-	90%	55%
Housing, Addictions and Homelessness	-	-	90%	62%
Indigenous Economic Development	-	-	90%	68%
Justice	68%	79%	90%	76%
Labour and Immigration	-	94%	90%	83%
Municipal and Northern Relations	-	-	90%	63%
Public Service Commission	83%	92%	90%	91%
Sport, Culture, Heritage and Tourism	-	90%	90%	83%
Transportation and Infrastructure	-	63%	90%	60%

Note: This measure was introduced by some departments in 2021-22 and by others in 2022-23 to collect data to establish a baseline and evaluate the target. Baseline year varies by department.

## Appendix E – Competition Statistics

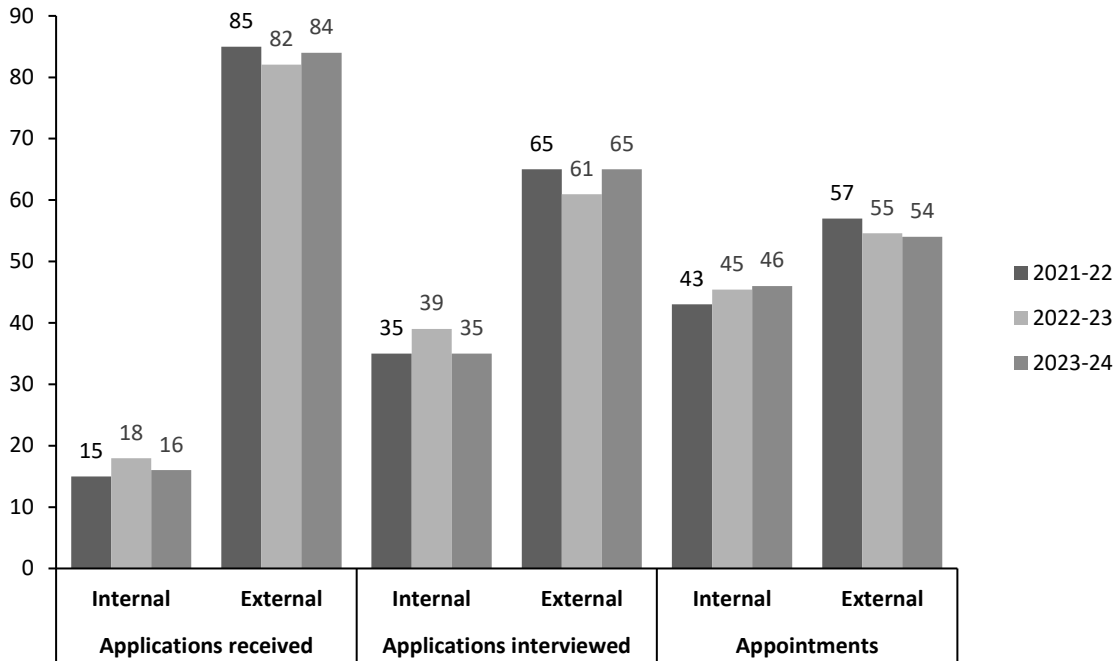
### Three-Year Comparative Total

In 2023-24, there were a total of 1,345 competitions for positions within the public service, with a total of 47,449 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		
	2021-22	2022-23	2023-24
<b>Competition Totals</b>	<b>1,125</b>	<b>1,380</b>	<b>1,345</b>
<b>Applications received:</b>			
Internal	6,357	7,053	7,388
External	35,055	32,210	40,061
<b>Total</b>	<b>41,412</b>	<b>39,263</b>	<b>47,449</b>
<b>Applicants interviewed:</b>			
Internal	2,160	2,562	2,590
External	4,022	4,002	4,899
<b>Total</b>	<b>6,182</b>	<b>6,564</b>	<b>7,489</b>
<b>Appointments:</b>			
Internal	803	971	938
External	1,045	1,168	1,101
<b>Total</b>	<b>1,848</b>	<b>2,139</b>	<b>2,039</b>

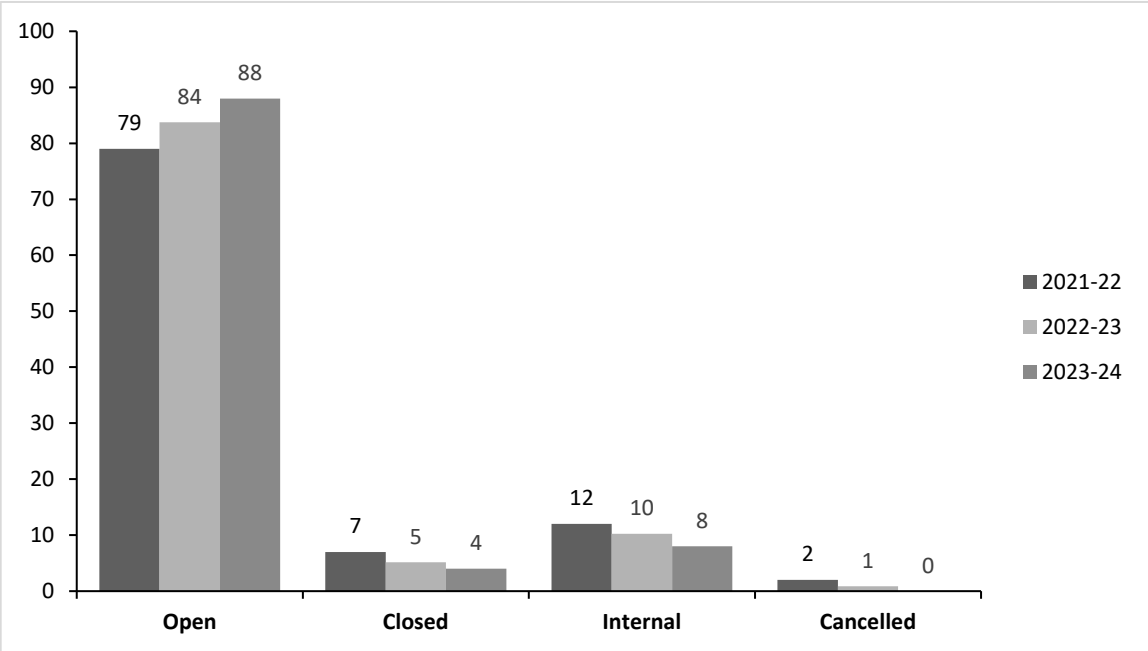
Shown graphically as a percentage of the total:



## Competition Breakdown

Competition	Fiscal year ending March 31 <sup>st</sup>		
	2021-22	2022-23	2023-24
Open to public	894 (79%)	1,156 (84%)	1,179 (88%)
Closed (current public servants only)	83 (7%)	71 (5%)	53 (4%)
Internal (department specific employees only)	130 (12%)	141 (10%)	113 (8%)
Cancelled competitions	18 (2%)	12 (1%)	0 (0%)
<b>Total</b>	<b>1,125</b>	<b>1,380</b>	<b>1,345</b>

Shown graphically as a percentage of the total:



## Appendix F – Workforce Relations Statistical Information

2023-24 Summary of Workforce Relations Education		
Number of Trainings 2023-24	Number of Training Sessions 2023-24	Number of Attendees 2023-24
4	7	187

2023-24 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2023-24	Negotiations Carried from 2022-23	Agreements Reached in 2023=24	Negotiations Carried to 2024-25
12	2	7	5	2

2023-24 Summary of Labour Relations Proceedings			
Proceedings	New cases filed 2023-24	Cases carried forward from previous years	Cases Closed 2023-24
Labour Arbitrations	64	127	102
Grievances	145	143	91

2023-24 Summary of Workforce Change Projects		
New Projects 2023-24	Projects carried forward from previous years	Projects Closed 2023-24
2	14	9

2023-24 Summary of Classification Requests		
# Requests Received/Evaluated	# Requests Completed within 30 days	Average Completion Time
1,625	1,079	26 calendar days

## Appendix G – 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 – 2023-24 Summary of Respectful Workplace Interventions <sup>13</sup>				
Skills Building		Direct Intervention – Conflict Resolution		
Consultation <sup>14</sup>	96	Group Facilitated Conversation <sup>15</sup>	4	
Coaching <sup>16</sup>	23	Mediation <sup>17</sup>	11	
Presentation <sup>18</sup>	1	Workplace Assessment <sup>19</sup>	3	
Workshop <sup>20</sup>	15			
<b>Total</b>	<b>135 files</b>		<b>18 files</b>	
				<b>153 files</b>

**Table 2 – Investigations:**

Table 2 – 2023-24 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	Number of Inconclusive Allegations
Sexual Harassment	5	5	5	4	1	0
Respectful Workplace (including Harassment/Bullying)	59	101	70	49	45	7
Other Misconduct <sup>25</sup>	79	155	92	115	35	5
<b>Total</b>	<b>143</b>	<b>261</b>	<b>167</b>	<b>168</b>	<b>81</b>	<b>12</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)).

<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. **Reduction in coaching may reflect the dissolution of the Respectful Workplace Consultants.**

<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 RWA roles supporting employees. **Reduction in presentations may reflect the dissolution of the Respectful Workplace Consultants.**

<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 number of investigations completed **do not include** any **investigations in progress or ones that withdrew or in-abeyance** 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 number 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 non-disciplinary action, education, training, mediation or a combination of these outcomes, or disciplinary action - reprimand, suspension, or termination.

<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 – 2023-24 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints</b>	
<b>Outcomes</b>	<b>Numbers</b>
Training/Education <sup>26</sup>	1
Mediation <sup>27</sup>	0
Disciplinary Action <sup>28</sup>	4
<b>Total</b>	<b>4</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 H - Definitions

<b>Term</b>	<b>Definition</b>
<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.



# 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.

**Annual Report** – Departmental annual reports are a supplement to the public accounts and provide variance explanations and background information to support the public accounts. Annual reports are either released (if the Legislature is not in session) or tabled in the Legislature (if in session) by Sept. 30, following the fiscal year end.

**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.

**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 (e.g., term, departmental, seasonal, contract) are measured in proportional equivalents, For example, 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 [e.g., 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.

**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.

**Mission** – 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, foster, reduce and improve.

**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.

**Performance 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.

**Special Operating Agencies (SOAs)** – 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 pursuit of its mission. All performance objectives and measures should align with the organization's mandate and strategy.

**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** – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the future that lies ahead. This statement should contain a concrete picture of the desired state and provide the basis for formulating strategies and objectives. The vision serves as the guiding statement for the work being done. It should answer why the work being done is important.