

2024/25



**SUPPLEMENT TO THE
ESTIMATES OF EXPENDITURE
BUDGET COMPLÉMENTAIRE**

BUDGET 2024

Manitoba Public Service Commission

Commission de la fonction publique du Manitoba

Manitoba 

Indigenous Land Acknowledgement

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

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

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

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

Reconnaissance du territoire

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

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

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

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

Manitoba Public Service Commission

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**Supplement
to the Estimates
of Expenditure
2024/25**

**Budget
complémentaire
2024-2025**

**Manitoba Public
Service Commission**

**Commission de la
fonction publique
du Manitoba**



MINISTER
RESPONSIBLE FOR THE MANITOBA PUBLIC SERVICE

Minister's Message

I am honored to present the 2024/25 Public Service Commission's Supplement to the Estimates of Expenditure. As Minister responsible for the Manitoba Public Service, I am responsible for the formulation of this Supplement and for the realization of the objectives outlined herein.

It is a privilege to serve as Minister, supported by a dedicated team of experts committed to integrity, professionalism, fiscal responsibility and fostering a promising future for all Manitobans. The results of the plans outlined in this document will be detailed in the department's forthcoming Annual Report for this year, underscoring our commitment to accountability.

The work of the Public Service Commission exemplifies dedication to public service excellence and to the core values for an ethical and effective public service. The Public Service Commission remains committed to building public service capacity, attracting talent to a meaningful career with the Manitoba government, and collecting employee's perspectives to inform enhancements to initiatives that support employee engagement and retention, equipping the public service to provide high-quality services and programs that Manitobans can rely on.

The Public Service Commission is proud to cultivate a respectful, diverse and inclusive public service that is representative of the public it serves.

As we move forward, our commitment to the people of Manitoba remains unwavering. This supplement reflects our ongoing commitment to fiscal responsibility, transparency, and the strategic vision guiding our public service.

I welcome input as to the usefulness of this supplementary information.

"Original signed by"

Honourable Adrien Sala
Minister responsible for the Manitoba Public Service





MINISTRE
RESPONSABLE DE LA FONCTION PUBLIQUE DU MANITOBA

Message ministériel

C'est avec un sentiment d'honneur que je présente le budget complémentaire 2024-2025 de la Commission de la fonction publique du Manitoba. En tant que ministre de la Commission de la fonction publique du Manitoba, j'assume une responsabilité quant à la formulation du budget complémentaire et à l'atteinte des objectifs énumérés dans ce document.

C'est un privilège de servir en tant que ministre, avec le soutien d'une équipe dévouée d'experts qui accorde la plus haute importance à l'intégrité, au professionnalisme, à la responsabilité financière et à la poursuite d'un avenir prometteur au profit de l'ensemble de la population manitobaine. Soucieux de respecter notre engagement en matière d'obligation redditionnelle, nous décrirons plus amplement les résultats des plans dont fait état le présent document dans le rapport annuel que nous déposerons pour cet exercice.

Par son travail, la Commission de la fonction publique est un exemple de dévouement à l'excellence de son personnel et aux valeurs fondamentales d'une fonction publique éthique et efficace. La Commission demeure déterminée à renforcer la capacité de la fonction publique, à attirer les talents vers une carrière enrichissante au sein du gouvernement du Manitoba et à recueillir les points de vue des employés pour éclairer l'amélioration des initiatives qui soutiennent leur engagement et leur maintien en poste, permettant ainsi à la fonction publique de fournir des services et des programmes de haute qualité sur lesquels les Manitobains peuvent compter.

La Commission est fière d'entretenir une fonction publique respectueuse, diversifiée et inclusive, représentative du public qu'elle sert.

Tout au long de notre cheminement, notre engagement envers la population du Manitoba demeure inébranlable. Le présent budget complémentaire se veut un reflet de notre engagement continu à l'égard de la responsabilité financière, de la transparence et de la vision stratégique qui oriente notre fonction publique.

Je serais heureux de recevoir des commentaires sur l'utilité du présent document.

« *Original signé par* »

Adrien Sala
Ministre responsable de la Fonction publique du Manitoba



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Introduction / Overview of the Supplement to the Estimates of Expenditure

The Supplement to the Estimates of Expenditure (Supplement) provides additional information to the members of the Legislative Assembly and the public in their review of the department information contained in the Summary Budget and the departmental Estimates of Expenditure for the fiscal year ending March 31, 2025.

The Supplement represents the departmental annual planning document and encapsulates the collective vision, values and strategic objectives based on the Premier's mandate letter to guide the development of departmental operational plans. The document also presents financial details that align with the Summary Budget for the department and its other reporting entities.

Departmental information aligns with the Estimates of Expenditure and details the annual appropriations of the department to be approved by the Legislative Assembly through the Appropriation Act. The financial information is meant to supplement, not replicate, the detail included in the Estimates of Expenditure. Please refer to the Estimates of Expenditure for commitment-level detail by sub-appropriation. This Supplement also contains departmental staffing and full-time equivalent (FTE) details that are not part of the Summary Budget or the Estimates of Expenditure.

The Supplement 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 results are shared at the end of the fiscal year in the annual report, which will be released in September 2025.

The Government of Manitoba has established a performance measurement framework (consisting of the Supplement and Annual Reports) for planning and analysis to support monitoring the results and operational improvement. The framework aims to increase transparency, accountability, and alignment of staff to identify key priorities and work toward achieving them. Department Supplements, Annual Reports, performance results and supporting management information are integral to the government's fiscal and strategic plan, and financial and performance reporting cycle.

The Supplement was revised this fiscal year to reflect government's strategic priorities and department mandate. Performance measures have been updated to align with the departments' mandate letters. Employee related measures are now tracked centrally.

Introduction / Aperçu du budget complémentaire

Le budget complémentaire fournit un complément d'information aux députés à l'Assemblée législative et au public afin de les aider à passer en revue les renseignements liés au ministère qui sont présentés dans le budget sommaire et dans le Budget des dépenses pour l'exercice se terminant le 31 mars 2025.

Le budget complémentaire est un document de planification annuelle qui résume la vision collective, les valeurs et les objectifs stratégiques établis à la lumière de la lettre de mandat reçue du premier ministre, en vue d'orienter l'élaboration des plans opérationnels du ministère. Il présente également des données financières conformes au budget sommaire du ministère et de ses autres entités comptables.

Les renseignements liés au ministère correspondent au Budget des dépenses et donnent le détail des affectations de crédits annuels du ministère que doit approuver l'Assemblée législative en vertu d'une loi portant affectation de crédits. Les renseignements financiers sont destinés à compléter et non pas à répéter l'information figurant dans le Budget des dépenses. Pour en savoir plus au sujet du niveau d'engagement par sous-crédit, veuillez vous reporter au Budget des dépenses. Le budget complémentaire contient également de l'information sur la dotation en personnel et les équivalents temps plein (ETP) du ministère, qui ne fait pas partie du budget sommaire ou du Budget des dépenses.

Le budget complémentaire permet aux ministères d'harmoniser leur travail avec le mandat et les priorités stratégiques du gouvernement. Les ministères établissent ensuite des plans opérationnels décrivant plus en détail de quelle façon ces thèmes seront intégrés aux activités quotidiennes. Les résultats seront présentés à la fin de l'exercice dans le rapport annuel, qui sera rendu public en septembre 2025.

Le gouvernement du Manitoba a établi, à des fins de planification et d'analyse, un cadre de mesure de la performance (composé du budget complémentaire et des rapports annuels) pour faciliter le suivi des résultats et de l'amélioration des activités. Ce cadre vise à favoriser la transparence et l'obligation redditionnelle, et à offrir une meilleure orientation aux membres du personnel afin que ces derniers cernent les grandes priorités et travaillent à leur réalisation. Les budgets complémentaires, les rapports annuels, les résultats en matière de performance et les renseignements de gestion connexes des ministères font partie intégrante du plan financier et stratégique du gouvernement et de son cycle de production de rapports portant sur les finances et la performance.

Le budget complémentaire a été révisé pour cet exercice, afin de tenir compte des priorités stratégiques du gouvernement et du mandat ministériel. Les mesures de la performance ont été mises à jour pour qu'elles concordent avec les lettres de mandat des ministères. Les mesures liées aux employés font maintenant l'objet d'un suivi centralisé.

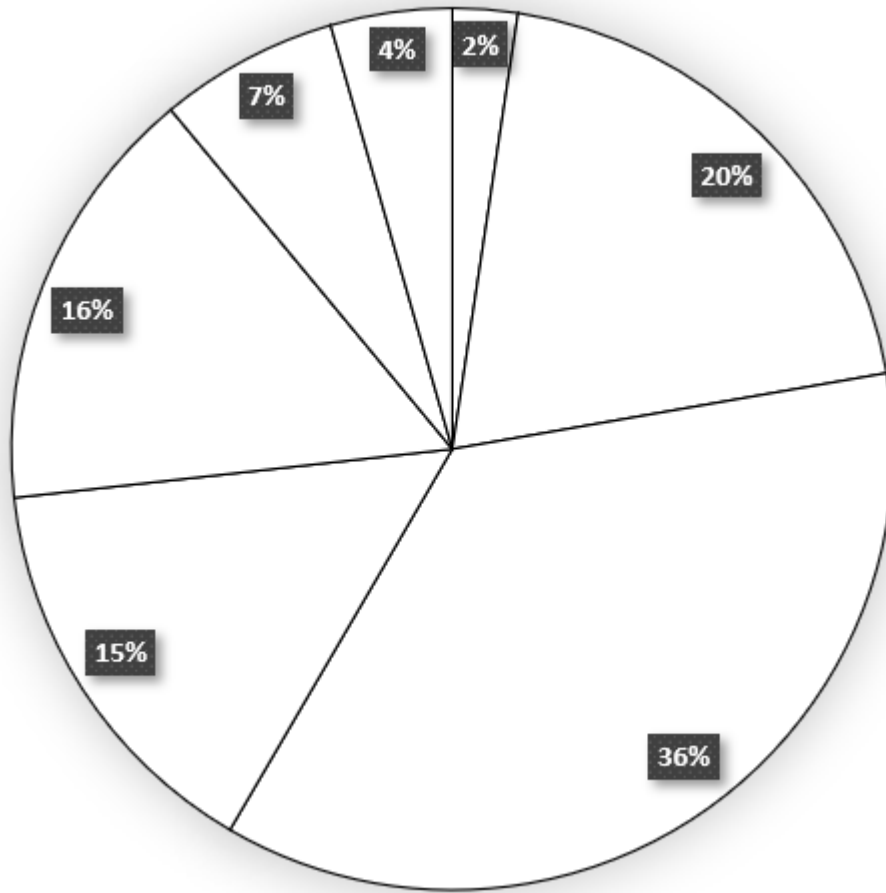
Department Summary

Department Description	<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>
Minister	Honourable Adrien Sala
Deputy Minister	Jocelyn Baker, Acting Public Service Commissioner

Summary Expenditure (\$M) Consolidated Core and ORE budgets that make up the department summary budget	
30	30
2024 / 25	2023 / 24

Core Expenditure (\$M) Departmental expenditures as presented in the Estimates of Expenditure		Core Staffing Department's total FTEs	
28	28	393.23	392.25
2024 / 25	2023 / 24	2024 / 25 - FTE	2023 / 24 - FTE

Percentage Distribution of Summary Expenditures by Operating Appropriation, 2024/2025



2%	Executive Support
36%	Human Resource Business Services
16%	Employee Experience
20%	Employee Services
15%	Workforce Relations
7%	Strategy and Innovation
4%	Interfund Activity

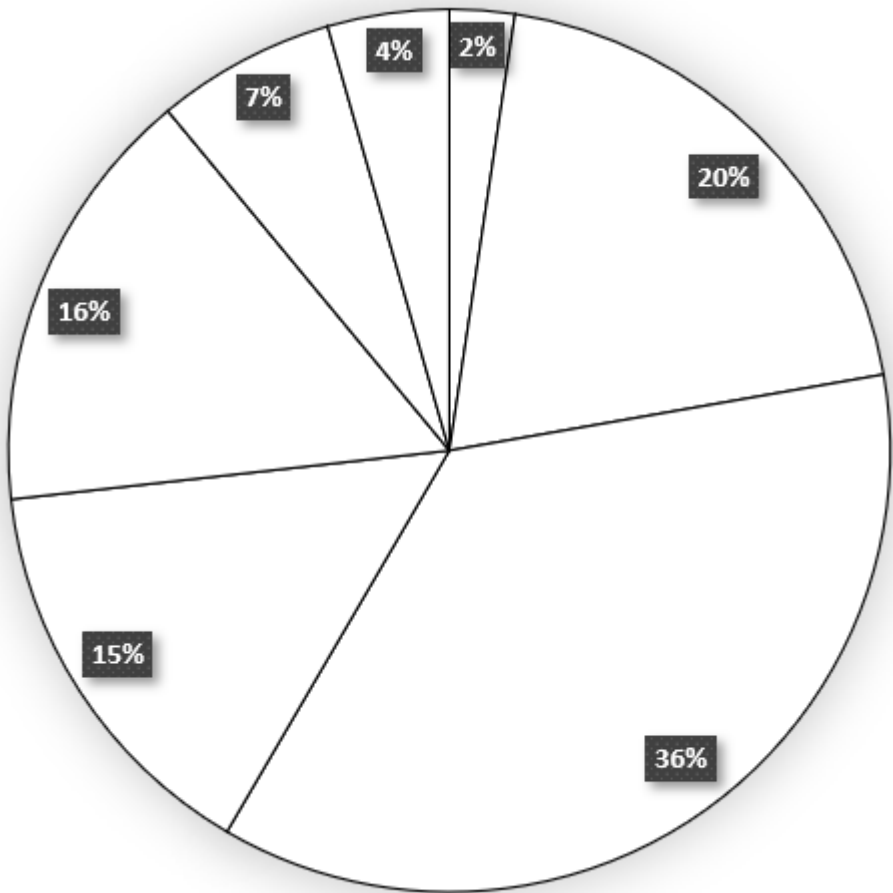
Vue d'ensemble du ministère

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

Dépenses globales (en millions de dollars)	
Budgets consolidés du ministère et des autres entités comptables qui composent le budget sommaire	
30	30
2024-2025	2023-2024

Dépenses ministérielles (en millions de dollars) Dépenses ministérielles telles que présentées dans le Budget des dépenses		Personnel ministériel ETP totaux du ministère	
28	28	393,23	392,25
2024-2025	2023-2024	ETP en 2024-2025	ETP en 2023-2024

Ventilation, en pourcentage, des dépenses globales par crédit de fonctionnement, 2024-25



- 2% Haute direction
- 36% Services de soutien aux ressources humaines
- 16% Employee Experience
- 20% Services aux employés
- 15% Relations avec la main-d'œuvre
- 7% Stratégie et innovation
- 4% Transactions interfonds

Department Responsibilities

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

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

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.

Responsabilités de la Commission de la fonction publique

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

- Mettre en œuvre la Loi sur la fonction publique et ses règlements d'application.
- Mettre en place une gestion efficace des ressources humaines et des relations de travail au sein du gouvernement.
- Fournir du leadership et des services en assurant l'élaboration et la mise en œuvre des lois, des politiques, des programmes et des initiatives en matière de ressources humaines et de main-d'œuvre à l'échelle du gouvernement.
- 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 :

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

Department Shared Services

A shared service is a centralized function that provides common services or resources to multiple business units or departments. It aims to streamline operations, improve efficiency by reducing duplication and reduce costs to better support the department's overall objectives.

Central 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 Division also 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.

Services partagés du ministère

Un service partagé est une fonction centralisée qui fournit des ressources ou des services communs à plusieurs unités fonctionnelles ou ministères. Il a pour objet de rationaliser les activités, d'améliorer l'efficacité en évitant les chevauchements et de réduire les coûts pour mieux soutenir les objectifs globaux du ministère.

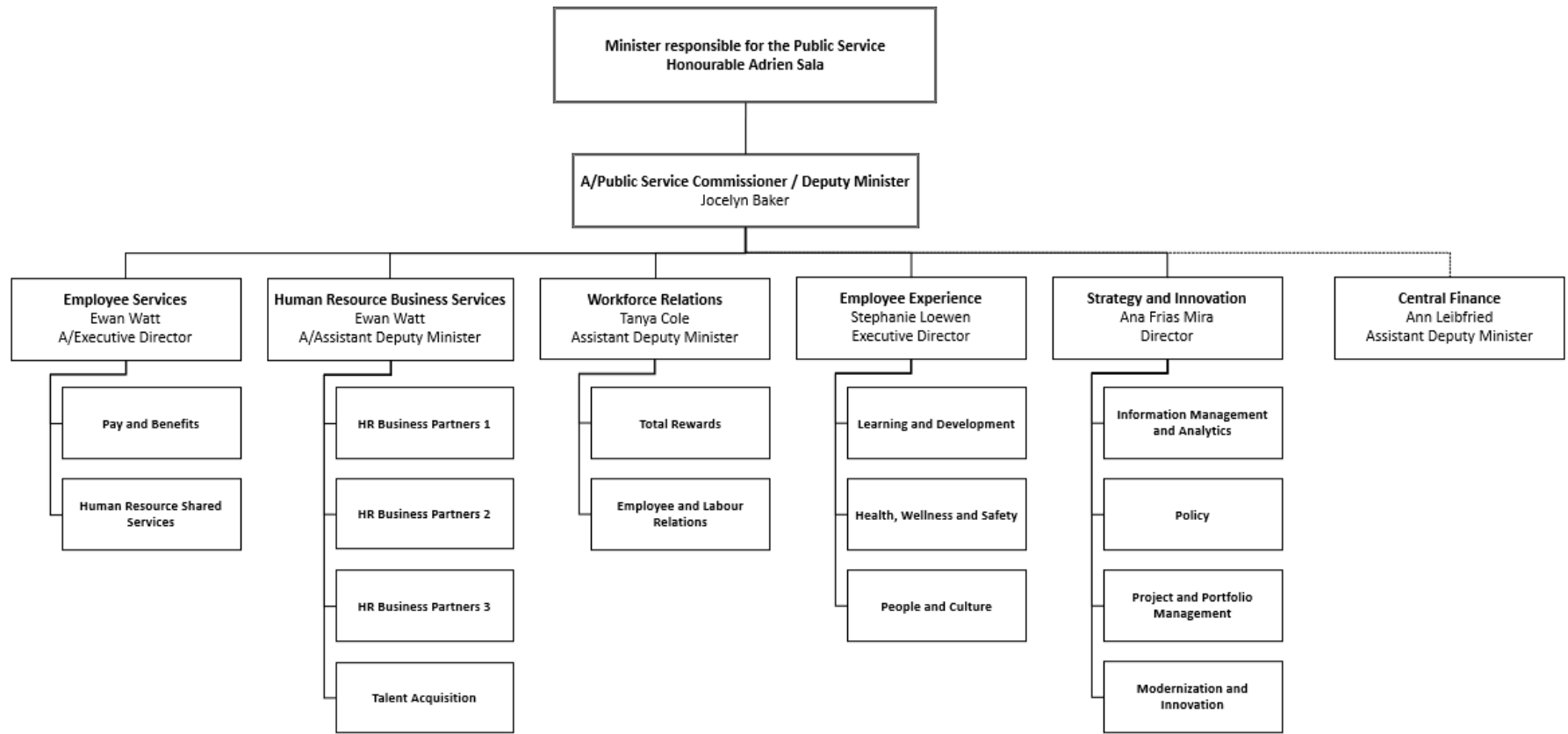
La Division des finances centrales fournit des services partagés en matière de gestion et de leadership financiers à la Commission de la fonction publique, notamment pour le budget, les flux de trésorerie, la surveillance et les contrôles internes de même que la fonction de contrôleur, y compris les pouvoirs de signer des documents financiers. La Division fournit également des services de comptabilité des transactions, ce qui comprend les versements aux fournisseurs et aux employés, la gestion des marchés et les fonctions administratives liées aux cartes de voyage professionnelles, aux cartes d'achat, au programme de stationnement et aux rapprochements et paiements connexes.

Statutory Responsibilities

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

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

Public Service Commission as of April 1, 2024



Operating Environment and Departmental Risk

A highly skilled, diverse and engaged workforce is integral to a sustainable organization and to providing high-quality services to, and better outcomes for, Manitobans.

As in other jurisdictions, recruitment and retention pressures continue to present challenges—having enough well-qualified people in place to deliver both on the volume of work and to provide expert guidance and advice to departments across the public service. This challenge is further amplified in a competitive labour market. Given the Public Service Commission’s (PSC) role in supporting government departments in workforce management matters, the PSC must also ensure that it has internal capacity both to meet its deliverables and to support departments in their recruitment efforts. The redesign of the PSC and the modernization of its’ service delivery model will better align resources and enable the department to address critical recruitment needs and generate efficiencies from a whole-of-government approach. The new service delivery model allows for more focus on strategic partnerships and initiatives.

In addition to recruitment efforts, there are opportunities to cultivate a sustainable, diverse and inclusive workplace culture, ensuring that those recruited to Manitoba’s Public Service want to stay. By investing in existing talent, building internal capacity, and fostering a culture of learning and development, we will be positioned to meet the needs of the future.

The Public Service Act outlines the values that guide the public service including values associated with ethical conduct such as respect for others, integrity, accountability, skill and dedication; as well as values associated with an effective public service such as collaboration, innovation, service and sustainability. The Diversity and Inclusion policy supports achieving and sustaining an inclusive public service that is representative of the citizens we serve at all levels in the organization. While employment equity benchmarks for women and visible minorities have been consistently achieved, representation of persons with disabilities and Indigenous persons is below the established benchmarks. New roles focused on supporting recruitment, retention and development of Indigenous employees and employees with disabilities are being created. This will further enhance outreach opportunities, building stronger relationships with community organizations that support the recruitment of diverse individuals.

Technology continues to evolve, creating continued opportunities for improvements. Projects such as the Enterprise Resource Planning (ERP) system will create efficiencies by significantly reducing the manual administrative processes and the applicant experience currently associated with recruitment. Improved reporting and data analytics will help to inform strategic, evidence-based decision making while also allowing for improved tracking of progress toward departmental objectives. While the speed of adoption of new technology is limited by government-wide factors, the PSC’s commitment to innovation supports ongoing improvements.

Budget and staff capacity may impact the department’s approach to meet all identified priorities. Further opportunities may be presented through internal reviews underway and continuous improvement efforts.

The PSC continues to be adaptable and innovative in its approach to find solutions to support its mission of providing leadership and services to support an ethical and effective public service for Manitoba.

Department Performance Measurement

The departmental strategic objectives reflect the elected government priorities listed in the department mandate letters. Departments align their current work along with newly received mandate items, in their supplement. The re-introduction of mandate letters represents a renewed approach designed to align departmental efforts more closely with elected government direction. Objectives, key initiatives, and performance measures are described in more detail in the following section. The Department Strategic Objectives are:

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. Dans leurs budgets complémentaires, les ministères harmonisent leurs travaux en cours avec les nouveaux éléments dont la teneur leur a été communiquée dans ces lettres. Le retour des lettres de mandat représente une approche renouvelée, qui permet aux ministères de mieux adapter leurs efforts à l'orientation adoptée par le gouvernement élu. Les objectifs, les initiatives clés et les mesures de la performance sont décrits plus en détail dans la section suivante. Les objectifs stratégiques ministériels sont les suivants :

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

Responsabilité financière

1. Gérer de façon efficace les ressources humaines ainsi que les relations avec les employés et les syndicats
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

A Government that Works for You

1. Lead effective human resources and employee and labour relations management

Key Initiatives

Continued development of Human Resource Business Partners and implementation of new service delivery model with clients: Following an organizational review conducted with the assistance of a third-party consultant, the PSC underwent a redesign of its service delivery model. The new model 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 developing new tools and processes to support efficiencies, such as the new AskPSC client service system.

Improve reporting and evaluation tools, in addition to tracking systems to support human resource management and data collection for evidence-based decision making: Continued engagement in the ERP modernization project to support modernization, enhanced functionality and efficiency of human resource information management and reporting. Continuation of Classification Modernization and job evaluation tools, and opportunities to enhance the Talent Analytics Dashboard to provide informative and valuable workforce management data and analytics.

Develop tools to support best practices in employee management: Continued development and implementation of resources and tools to support successful leadership in the public service including ongoing promotion of performance development conversations.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
1.a Percentage of job evaluation requests completed within first 60 working days, reported annually	75%	75%	70%	70%
1.b Percentage of completed performance development conversations within Manitoba’s core public service each fiscal year	-	-	60%	60%

1.a Percentage of job evaluation requests completed within first 60 working days, reported annually: By improving completion time for job evaluation reviews within Manitoba’s job evaluation program, the PSC 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 2022/23. This performance measure was previously listed as “Achieve a minimum target of 70% of classification review requests completed within the first 60 working days.”

1.b 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 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 optional in 2022/23 with mandatory reporting in place for 2023/24. For detailed departmental information, see Appendix A.

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

Key Initiatives

Development tools and supports for managers and employees: Continue 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 includes promoting development and learning plan tools to support the ongoing growth of employees; promoting the Learning Fund to all employees to support self-directed learning and development; continuing to deliver and enhance leadership development programs to build capacity of public service leaders; and establishing consistent, comprehensive onboarding programs for new leaders and employees.

Enhance recruitment and outreach: Creation of dedicated roles within the PSC to support the recruitment, retention and development of Indigenous employees and employees with disabilities. Continued efforts to explore new opportunities to engage with potential new employees and to promote Manitoba's Public Service as a desirable employer for job seekers. This includes: the launch of the first ever Government of Manitoba Career Fair, leveraging of LinkedIn into strategic recruitment strategy and creating new partnerships with Indigenous organizations, educational institutions, and newcomers.

Hybrid Work: Flexible work arrangements continue to be supported through the Flexible Work Policy, providing for employees, where operationally feasible, to perform their work remotely and/or adjust their working hours. The enhancement of tools and resources for working in a hybrid environment is on the horizon.

Employee Perspectives Program (EPP): Continue to implement the EPP to gauge employee engagement and other factors of workplace satisfaction, including perspectives on employees' capacity to deliver on Manitoba government's priorities, which will help inform enhancements to capacity building tools and resources for employees.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
2.a Percentage of positive responses to the annual Employee Perspectives Program (EPP) capacity index	67%	64%	70%	70%
2.b Percentage of employees retained in Manitoba's core public service each fiscal year	-	-	-	New Measure
2.c Percentage of Indigenous employees retained in Manitoba's core public service each fiscal year	94%	93%	90%	90%
2.d Number of recruitment-related outreach events attended by PSC each fiscal year	-	--	-	New Measure

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

The PSC supports public servants to ensure they have the capacity to deliver on government's commitments and measures. Measuring employee perspectives on their capacity to deliver on government's commitments help inform the PSC's work in 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 "Achieve a minimum target of 70% positive responses to Employee Perspectives Program (EPP) survey questions regarding employees' perspectives on their capacity to deliver."

2.b Percentage of employees retained in Manitoba's core public service each fiscal year:

This measure captures the percentage of Manitoba's core public servants retained in the public service in each fiscal year. This measure supports the PSC's goal of increasing retention and ensuring the public service is a place where individuals can grow, thrive and progress in their chosen careers. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

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 Call to Action 92 of the Truth and Reconciliation Commission of Canada, which calls on employers to ensure, among other things, that Indigenous Peoples have equitable access to employment opportunities. Promoting an environment within the public service where Indigenous Peoples can grow, thrive and progress in their chosen careers is an ongoing and important objective of Manitoba's core public service. Measuring the rate of retention of Indigenous Peoples within the public service provides valuable information on how government might develop further resources and approaches to enhance the experience of Indigenous Peoples within our workforce. This performance measure was previously listed as "Achieve a minimum 90% retention rate of Indigenous employees in Manitoba's core public service."

2.d Number of recruitment-related outreach events attended by PSC each fiscal year: This measure captures PSC initiatives to increase recruitment-related outreach with the goal of increasing recruitment into the public service and supporting the public service reputation as a desirable employer to job seekers. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

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

Key Initiatives

Develop and update training to support a respectful, diverse and inclusive organizational culture in the public service: Continuous review of current training offerings, both mandatory and voluntary, to identify opportunities to enhance and support ongoing learning in the public service. This includes new mandatory anti-racism training and diversity, equity and inclusion training, and improved resources for leaders to support employees with diverse needs.

New mandatory Truth and Reconciliation training: The PSC is launching a new mandatory course for public servants designed to increase awareness about the historical and contemporary issues facing Indigenous peoples in Manitoba and Canada, which include Inuit, Métis and First Nations. Module One, launched in 2023, was developed in consultation with the Manitoba Indigenous Reconciliation Secretariat (MIRS), and informed by engagement with Indigenous communities, the course will also build awareness of the contributions of Indigenous peoples, and ways that public servants can develop respectful and effective relationships with Indigenous peoples and communities. PSC continues to work in collaboration with MIRS to develop the remaining three modules scheduled for launch mid 2024/25 fiscal year.

Support employee networks, learning events and days of recognition: Continue to support an inclusive workforce by increasing diversity and inclusion-related learning events and courses for Manitoba's core public service. The PSC will continue to collaborate with Employee Network Groups and external organizations, such as Pride Winnipeg, Pride at Work Canada, Indigenous-led organizations, and accessibility-serving organizations to support diversity and inclusion-related learning events and courses for public servants. The PSC will also continue 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.

Review and update Manitoba Government Accessibility Plan: Implement actions outlined in the new Manitoba Government Accessibility Plan for 2023 and 2024, which includes actions to make government workplaces, products and services accessible to all Manitobans, including employees. The PSC has created a new accessibility consultant position to support employee learning and advance accessibility, including supporting the Manitoba Government Accessibility Plan within Manitoba's Public Service.

Employee Perspectives Program (EPP): Continue to implement the EPP to survey public servants 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, which will help inform enhancements to tools and resources to support diverse, inclusive, respectful and supportive workplaces.

Performance Measures

Measure	2021/22 Actual	2022/23 Actual	2023/24 Target	2024/25 Target
3.a Number of health and wellness related learning opportunities delivered within Manitoba's core public service each fiscal year	-	-	-	New Measure
3.b Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to respect in the workplace	78%	80%	70%	70%
3.c Percentage of positive responses to the annual Employee Perspectives Program (EPP) survey questions related to feeling included in the workplace	67%	70%	70%	70%
3.d Percentage of Manitoba's core public service that have completed mandatory respectful workplace training each fiscal year	-	78%	90%	90%
3.e Percentage of completion of diversity and inclusion training within Manitoba's core public service each fiscal year	-	88%	90%	90%
3.f Percentage of completion of reconciliation training within Manitoba's core public service	-	-	90%	90%
3.g Number of Employment Equity Index benchmarks achieved within Manitoba's core public service, including within senior management positions	3/8	4/8	4/8	4/8

3.a Number of health and wellness related learning opportunities delivered within Manitoba's core public service each fiscal year: This measure captures the number of health and wellness related learning opportunities delivered to Manitoba's core public servants each fiscal year. Health and wellness learning opportunities help support a positive work culture that supports employee health, wellness and engagement. This is a new performance measure, and this year will be used to collect data to establish a baseline and evaluate the target.

3.b 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 PSC to continue to build awareness and offer training and other resources to support respect in Manitoba's core public service. Percentage agreement scores to EPP 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 "Achieve a minimum target of 70% of positive responses to Employee Perspectives Program survey questions related to employee's perspectives on respect in the workplace."

3.c 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 PSC 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: “Achieve a minimum target of 70% positive responses to Employee Perspectives Program survey questions related to employees’ perspectives on feeling included in the workplace.”

3.d 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. For detailed departmental information, see Appendix A.

3.e 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 PSC. It is assumed that public servants will implement course learnings through their work, supporting inclusive workplaces. This performance measure was previously listed as “Percentage of Manitoba’s core public service who have completed mandatory diversity and inclusion training.” For detailed departmental information, see Appendix A.

3.f 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 the Truth and Reconciliation Commission’s Call to Action 57 – “We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal– Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism”. The mandatory reconciliation training was launched in 2023/24. For detailed departmental information, see Appendix A.

3.g 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. For detailed departmental information, see Appendix A. The standard target for departments is to achieve three of four benchmarks.

Financial Details

Consolidated 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.

Main Appropriations	Part A- Operating	Other Reporting Entities	Consolidation and Other Adjustments	2024/25 Summary	2023/24 Summary
			\$(000s)		
Public Service Commission	28,430	-	1,325	29,755	30,174
TOTAL	28,430	-	1,325	29,755	30,174

Departmental Expenditures and FTEs by Appropriation and Type

This table includes the expenditures of the department and aligns to the Estimates of Expenditure.

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Public Service Commission	393.25	28,430	392.25	28,146
TOTAL	393.25	28,430	392.25	28,146

Expense by Type

Salaries and Employee Benefits	393.25	25,070	392.25	25,040
Other Expenditures	-	3,360	-	3,106
TOTAL	393.25	28,430	392.25	28,146

Please refer to the Manitoba Estimates of Expenditure for the Reconciliation of the 2023/24 Adjusted Print.

Departmental Staffing

FTE and Salaries and Employee Benefits by Appropriation

Main Appropriations	2024/25		2023/24	
	FTEs	\$(000s)	FTEs	\$(000s)
Public Service Commission	393.25	25,070	392.25	25,040
TOTAL	393.25	25,070	392.25	25,040

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.

Equity Group	Benchmarks	% Total Employees as of Dec. 31
Women	50%	73.3%
Indigenous People	16%	16.0%
Visible Minorities	13%	37.6%
Persons with Disabilities	9%	13.6%

Departmental Program and Financial Operating Information – Part A Expenditure and FTEs

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

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.

Sub-appropriations	2024/25		2023/24		Expl.
	FTEs	\$(000s)	FTEs	\$(000s)	
Executive Support	5.00	709	4.00	738	
Employee Services	81.00	5,909	81.00	5,942	
Human Resource Business Services	207.25	10,763	207.25	11,453	
Workforce Relations	37.00	4,411	37.00	4,288	
Employee Experience	43.50	4,683	43.50	4,028	
Strategy and Innovation	19.50	1,955	19.50	1,697	
TOTAL	393.25	28,430	392.25	28,146	
Expense by Type					
Salaries and Employee Benefits	393.25	25,070	392.25	25,040	
Other Expenditures	-	3,360	-	3,106	
TOTAL	393.25	28,430	392.25	28,146	

Executive Support(17-1a)

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

Key Objectives

- Plan and oversee the direction of the Public Service Commission.
- Advise the Minister on human resource management issues and policy direction.

Main Activities

- Provide strategic advice to the Minister on all aspects of human resource management.
- Set the strategic direction for the Public Service Commission and oversee the workforce management function of the department.
- Coordinate and manage the activities of the Public Service Commission.
- Identify issues and continuous improvement opportunities as it relates to workforce management and implement actions to mitigate issues and take advantage of opportunities.
- Provide consultation and advice to the executive management team and manage administrative submissions.

Expected Results

- Support government by developing strategies to meet the present and future public service's recruitment, retention, and learning and development challenges.
- A sustainable, highly qualified, engaged and ethical public service, representative of the citizens of Manitoba, who can reach their full potential and deliver exceptional public service.
- Leadership and support to departments relating to diversity and inclusion initiatives and strategies.
- Ongoing evaluation of and revision of programs and policies, ensuring they remain relevant and effective.
- Delivery of a comprehensive workforce management services consistent with legislation, collective agreements and regulations, responsive to government priorities, department needs, and reflective of best practices.

Employee Services (17-1b)

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

Key Objectives

- Provide pay and benefit services for government.
- Coordinate administrative services for the Public Service Commission.
- Provide high-quality, responsive, and consistent information to employees on Public Service Commission related content.

Main Activities

- Operational delivery of pay and benefits services to all government departments, Special Operating Agencies (SOAs) and Political staff.
- Develop and update business processes and audit plans to ensure data integrity in SAP and accurate payroll services to employees.
- Collaborate and consult with stakeholders to support corporate initiatives and projects.
- Provide support to government employees through their payroll lifecycle from onboarding new employees to retirement.
- Support the development and maintenance of Public Service Commission intranet content and employee self-service resources.
- Provide a single point of contact for employees to ask common questions related to human resources, pay and benefits, or other Public Service Commission policies and programs.
- Identify, coordinate and establish administrative efficiencies across the department.

Expected Results

- Pay and benefits services delivered in an accurate and timely manner and in accordance with legislative requirements and contractual requirements.
- Quality assurance standards and business processes that support continuous improvement.
- Employee access to self-service information that is user-friendly, client-centric, consistently written and easy to navigate.
- Employees receive timely and relevant responses to their questions in an efficient and effective way.

- Consistent administrative processes and practices, as well as coordinated use of administrative resources, across the Public Service Commission.

Key Initiatives

- Continue implementation of the AskPSC employee inquiry service which was launched in March 2024.
- Initiate projects to create more consistent administrative processes and practices.
- Establish mechanisms to track and proactively review Public Service Commission intranet site content.
- Explore opportunities to streamline pay and benefits processes through ERP Modernization.

Human Resource Business Services (17-1c)

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 Objectives

- Leading effective human resource and employee and labour relations management across government.

Main Activities

- Support departments by providing human resource services that are client-focused, data-informed, outcomes-driven that support key priorities and department needs.
- Support innovation in human resource service delivery and initiatives aligned with the priorities of the public service.
- Streamline and modernize human resources' operational service delivery.
- Support recruitment and outreach activities, including the attraction and recruitment of diverse candidates.
- Provide coaching, consultation and mediation of interpersonal conflicts in the workplace.

Expected Results

- Continued attraction, engagement and productivity of a valued public service.
- Strategic human resource service delivery across departments.
- A public service that values learning and development and offering opportunities for career mobility and growth.

Key Initiatives

- Bulk recruitment, including the use of continuous competitions, are being used to support the selection and appointment of similar positions by job type to support the need for these positions across the public service.
- Enhancing outreach and relationship building activities including career fair participation, the hosting of recruitment events and information sessions, and by delivering presentations at numerous community organizations, professional associations, agencies and educational institutions. These events highlight the Government of Manitoba as an employer where you can have a series of varied careers, with an interest in building recruitment pipelines now and into the future.
- Implementing process improvements and adopting technology and tools to reduce manual data entry to improve both the applicant experience and recruitment experience for departments while laying the groundwork for the implementation of SuccessFactors.

- Leveraging support for recruitment by adding resources through the estimates process and delivering advice and training to support hiring managers to improve the time to hire.
- Focusing of resources to strategic areas such as workforce planning, supportive employment, organizational design and implementation, and employee and labour relations.

Workforce Relations (17-1d)

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

Key Objectives

- Represent the government and department management in all employee and labour relations and compensation activities within the public service.
- Provide specialized consulting services respecting employee and labour relations and compensation matters within the public sector.

Main Activities

- Review and administer government employee benefit plans and insurance programs. Negotiate with service providers on behalf of government and specific public sector employers.
- Administer the government job classification program.
- Provide leadership and expertise on workforce relations matters flowing from government transformation initiatives.
- Coordinate and provide support to all grievance, arbitration and appeal activities for management. Represent management in other quasi-judicial processes with respect to union certification, wrongful dismissal, human rights and employment standards issues.
- Act on behalf of government, as an employer, on pension and group insurance matters affecting public service and Crown corporations and agencies; and acts on behalf of Manitoba Education on pension matters affecting teachers.
- Negotiate collective agreements on behalf of government and specific public sector employers.

Expected Results

- Administration of all contracts and coordination of grievance, arbitration, appeal, and labour board activities on behalf of government and ensuring that disputes are resolved expeditiously and collaboratively.
- Research, negotiation, development and communication of compensation and benefit plan changes.
- Provide a high client level of satisfaction for services provided.
- Effective administration of negotiated benefit plans.

Key Initiatives

- Negotiate and conclude on expired collective agreements.
- Continue to administer the government's job evaluation program.
- Research and support strategic compensation and benefits policy, plan design and administration.

Employee Experience (17-1e)

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 Objectives

- Strategic transformation of the Manitoba government's public service workplace culture.
- A work environment that is safe, respectful, and free from all forms of harassment.
- Leadership that is supported and well equipped to foster a positive, diverse, inclusive, and engaged workforce.

Main Activities

- Foster a culture of learning and innovation through programming and services aligned with departmental priorities and public service transformation goals.
- Administer all aspects of training and development programs that support corporate learning for all public servants including procuring and collaborating with service providers, managing the Learning Management System, and administering the Learning Fund.
- Support departments in developing and implementing programs and initiatives that foster equity, diversity, inclusion, and accessibility.
- Coordinate and deliver education initiatives to build awareness and equip public servants to support equity, diversity, inclusion, and accessibility in the workplace.
- Develop initiatives, programs, and supports that drive cultural transformation and advance overall employee engagement and retention objectives across Manitoba's Public Service.
- Deliver leadership development programs for all levels of public service leaders to promote healthy, successful teams and a sustainable workforce.
- Support government employee network groups in establishing, sustaining, and promoting network participation, engagement events and activities.
- Act as a primary resource on human behaviour in the workplace culture through consultation.
- Provide counselling to employees and eligible family members.
- Promote employee wellness through physical, mental, and social support to increase positive experience and engagement, reducing time off work.
- Support reasonable accommodation processes and the duty to accommodate in the workplace.
- Facilitate and monitor return to work processes and activities.
- Manage Long Term Disability and Workers Compensation Board claims administration and return to work planning.
- Provide education and outreach to support organizational health and wellness initiatives.
- Coordinate medical information to assist with clarifying accommodation requirements.
- Ensure secure storage of all employee medical documentation and information.

- Provide counselling, consultation and post investigation restorative work for employees and work groups related to matters of harassment.
- Provide options to access coaching, consultation, and mediation of interpersonal conflicts in the workplace.

Expected Results

- All employees, including current and future leaders, have the necessary knowledge, skills, abilities, and attributes to succeed in their role.
- Respectful, diverse, inclusive public service and positive work culture supporting employee success, service, and engagement.
- Employees with high satisfaction rates who are actively engaged in their work and who feel a sense of belonging in the workplace.
- A public service culture that promotes learning and development opportunities for all employees across government.

Strategy and Innovation (17-1f)

Provides central coordination 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 Objectives

- Enhance data analysis and statistical reporting functions to inform effective decision-making, and the development and implementation of workforce planning strategies, strategic human resource services, evidence-based policies, programs, initiatives and services.
- Develop and implement legislation, and evidence-based government-wide workforce policies, programs and initiatives that support and advance priorities.
- Promote innovation, strategic change, collaboration and effectiveness across the Public Service Commission.

Main Activities

- Promote an engaged, ethical, respectful and effective public service to departments and employees.
- Develop, enhance and implement legislation, policies, and supporting resources that:
 - Promote a culture of accountability and high ethical standards across government.
 - Promote diversity, inclusion and accessibility to build representative, inclusive and engaging workplaces throughout government.
 - Foster a culture of innovation and continuous improvement through programming and services aligned with departmental priorities and public service goals.
- Conduct government-wide workforce analytics and reporting to inform strategic human resource policy and program delivery, workforce planning, problem solving and decision-making.
- Provide central coordination of department initiatives including strategic and operational planning, project, project portfolio and change management services.
- Support effective internal communications and achievement of department objectives and measures.

Expected Results

- A strengthened ethical environment and framework that enhances accountability and reinforces high ethical standards across government.
- A public service that can rely on its' workforce data and analytics to make informed workforce management related decisions.
- An effective and engaged public service supported by evidence-based workforce management policies, supporting programs and initiatives.
- A trusted strategic partner in achieving public sector excellence.
- An innovative Public Service Commission that facilitates the achievement of strategy and operates as a cohesive, collaborative and integrated team.

Key Initiatives

- Five-year review of The Public Interest Disclosure (Whistleblower Protection) Act in addition to improved training and supportive resources for designated officers.
- Supporting efforts to advance engagement, retention and understanding of employee perspectives through workforce analytics including the annual Employee Engagement Survey.

Appendices

Appendix A – Detailed Departmental Information

The following SOAs are accountable to the minister:

Percent completion of reconciliation training per year by department	2023/24	2024/25
	Target	Target
Advanced Education and Training	90%	90%
Agriculture	90%	90%
Consumer Protection and Government Services	90%	90%
Economic Development, Investment, Trade and Natural Resources	90%	90%
Education and Early Childhood Learning	90%	90%
Environment and Climate Change	90%	90%
Families	90%	90%
Finance	90%	90%
Health, Seniors and Long-Term Care	90%	90%
Housing, Addictions and Homelessness	90%	90%
Indigenous Economic Development	90%	90%
Justice	90%	90%
Labour and Immigration	90%	90%
Municipal and Northern Relations	90%	90%
Public Service Commission	90%	90%
Sport, Culture, Heritage and Tourism	90%	90%
Transportation and Infrastructure	90%	90%

Note: New measure started in 2023/24.

Percent completion of mandatory respectful workplace training per year by department	2022/23	2023/24	2024/25
	Actual	Target	Target
Advanced Education and Training	96%	90%	90%
Agriculture	78%	90%	90%
Consumer Protection and Government Services	88%	90%	90%
Economic Development, Investment, Trade and Natural Resources	-	90%	90%
Education and Early Childhood Learning	87%	90%	90%
Environment and Climate Change	78%	90%	90%
Families	74%	90%	90%
Finance	76%	90%	90%
Health, Seniors and Long-Term Care	-	90%	90%
Housing, Addictions and Homelessness	-	90%	90%
Indigenous Economic Development	-	90%	90%
Justice	79%	90%	90%
Labour and Immigration	94%	90%	90%
Municipal and Northern Relations	-	90%	90%
Public Service Commission	92%	90%	90%
Sport, Culture, Heritage and Tourism	90%	90%	90%
Transportation and Infrastructure	63%	90%	90%

Percent completion of diversity and inclusion training per year by department	2022/23	2023/24	2024/25
	Actual	Target	Target
Advanced Education and Training	95%	90%	90%
Agriculture	94%	90%	90%
Consumer Protection and Government Services	90%	90%	90%
Economic Development, Investment, Trade and Natural Resources	-	90%	90%
Education and Early Childhood Learning	92%	90%	90%
Environment and Climate Change	94%	90%	90%
Families	89%	90%	90%
Finance	88%	90%	90%
Health, Seniors and Long-Term Care	-	90%	90%
Housing, Addictions and Homelessness	-	90%	90%
Indigenous Economic Development	-	90%	90%
Justice	90%	90%	90%
Labour and Immigration	94.1%	90%	90%
Municipal and Northern Relations	-	90%	90%
Public Service Commission	95%	90%	90%
Sport, Culture, Heritage and Tourism	96%	90%	90%
Transportation and Infrastructure	74.6%	90%	90%

Number of Employment Equity Index benchmarks achieved per year by department	2022/23	2023/24	2024/25
	Actual	Target	Target
Advanced Education and Training	3	3/4	3/4
Agriculture	2	3/4	3/4
Consumer Protection and Government Services	1	3/4	3/4
Economic Development, Investment, Trade and Natural Resources	-	3/4	3/4
Education and Early Childhood Learning	2	3/4	3/4
Environment and Climate Change	2	3/4	3/4
Families	2	3/4	3/4
Finance	2	3/4	3/4
Health, Seniors and Long-Term Care	-	3/4	3/4
Housing, Addictions and Homelessness	-	3/4	3/4
Indigenous Economic Development	-	3/4	3/4
Justice	2	3/4	3/4
Labour and Immigration	1	3/4	3/4
Municipal and Northern Relations	-	3/4	3/4
Public Service Commission	3	3/4	3/4
Sport, Culture, Heritage and Tourism	2	3/4	3/4
Transportation and Infrastructure	2	3/4	3/4

Percent completion of performance development conversations per year by department	2022/23	2023/24	2024/25
	Actual	Target	Target
Advanced Education and Training	70%	60%	60%
Agriculture	47%	60%	60%
Consumer Protection and Government Services	-	60%	60%
Economic Development, Investment, Trade and Natural Resources	-	60%	60%
Education and Early Childhood Learning	73%	60%	60%
Environment and Climate Change	3%	60%	60%
Families	7%	60%	60%
Finance	23%	60%	60%
Health, Seniors and Long-Term Care	-	60%	60%
Housing, Addictions and Homelessness	-	60%	60%
Indigenous Economic Development	-	60%	60%
Justice	3%	60%	60%
Labour and Immigration	-	60%	60%
Municipal and Northern Relations	-	60%	60%
Public Service Commission	46%	60%	60%
Sport, Culture, Heritage and Tourism	-	60%	60%
Transportation and Infrastructure	-	60%	60%

Note: Reporting was optional for departments in 2022/23, mandatory reporting in place for 2023/24.

Glossary

Alignment – This is 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 – This refers to the amount voted by the Legislature 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 Legislature 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

Full-Time Equivalent (FTE) – This is 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, e.g.: 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 such as six staff for three months or 13 weeks each; two staff for nine months or 39 weeks each; one full-time and one half-time staff for one year; three half-time staff for one year).

Government Reporting Entity (GRE) – This list includes core government and Crown corporations and other government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

Grants – These refer to 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 Government Business Enterprises. Such a guarantee is provided on the Manitoba Hydro Savings Bonds.

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.

Key Performance Indicator (KPI) – KPIs refer to an ultimate result for which the department is responsible for monitoring and reporting, but for which given its complexity, it has only partial direct influence over. Departments may identify certain performance measures as KPIs.

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 a verb such as increase, reduce, improve, or achieve.

Other Reporting Entities (ORE) – OREs are entities in the GRE such as Crown corporations and other 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 – and excludes core government.

Performance Measure – A performance 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.

Performance Results – These are the most important outcomes the departments want to achieve by reaching their objectives. Performance results represent the essence of the outcomes the department seeks to achieve.

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

Strategy – This represents the broad priorities adopted by an organization in recognition of its operating environment and in pursuit of its mission. All performance objectives and measures should align with the organization’s strategy.

Target – The target presents the desired result of a performance measure. It provides 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.

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.