

Manitoba Public Service Commission

Commission de la fonction publique du Manitoba

Annual Report
Rapport Annuel

21|22

Indigenous Land Acknowledgement

We recognize that Manitoba is on the Treaty Territories and ancestral lands of the Anishinaabeg, 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 anishinaabeg, anishinewuk, dakota oyate, denesuline et nehethowuk.

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

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

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

Manitoba Public Service Commission

935-155 Carlton Street
Winnipeg, MB R3C 3H8

Phone: 204-945-2332

Fax: 204-945-1486

Email: psc@gov.mb.ca

Electronic format: www.manitoba.ca/openmb/infomb

This publication is available in alternate formats, upon request.

Contact: Accessibility Coordinator at 204-945-5335



**MINISTER
RESPONSIBLE FOR THE MANITOBA PUBLIC SERVICE**

Room 343
Legislative Building
Winnipeg, Manitoba R3C 0V8
CANADA

Her Honour the Honourable Janice Filmon, C.M., 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, 2022.

Respectfully submitted,

"Original signed by"

Honourable Reg Helwer
Minister responsible for the Manitoba Public Service





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

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

Son Honneur l'honorable Janice Filmon, C.M., 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 2022.

Le tout respectueusement soumis.

« Original signé par »

L'honorable Reg Helwer
Ministre responsable de la Fonction publique du Manitoba





Office of the Public Service Commissioner
Room 44 Legislative Building
Winnipeg MB R3C 0V8

The Honourable Reg Helwer
Minister responsible for the Manitoba Public Service
Room 343 Legislative Building
Winnipeg, MB R3C 0V8

Dear Minister Helwer:

I am pleased to present for your approval the 2021/22 Annual Report of the Manitoba Public Service Commission.

Respectfully submitted,

"Original signed by"

Jocelyn Baker
Acting Public Service Commissioner



Bureau du commissaire de la fonction publique
Palais Législatif, bureau 44
Winnipeg (Manitoba) R3C 0V8

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

Monsieur le Ministre,

Je suis heureux de vous présenter le rapport annuel du ministère responsable de la Commission de la fonction publique du Manitoba pour l'exercice financier 2021-2022.

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

« *Original signé par* »

Jocelyn Baker
Commissaire par intérim de la Fonction public



Table of Contents

- Minister’s Letter of Transmittal.....1
- Lettre d’accompagnement du ministre2
- Acting Public Commissioner’s Letter of Transmittal3
- Lettre d’accompagnement du Commissaire par intérim4
- Introduction.....7
- Department at a Glance – 2021/22 Results8
- The Public Service Commission Responsibilities9
- Responsabilités de la Commission de la fonction publique12
- Organizational Structure13
- 2021/22 Key Achievement Highlights14
- Points saillants des principales activités et réalisations de 2021-2022.....15
- Department Strategy Map.....17
 - Vision17
 - Mission.....17
 - Values17
 - Department Balanced Scorecards Priorities and Objectives.....17
- Schéma stratégique ministériel18
 - Vision18
 - Mission.....18
 - Valeurs18
 - Priorités et objectifs des tableaux de bord équilibrés ministériels18
- Department Balanced Scorecards Priorities and Objectives - Details.....19
 - Quality of Life – Improving Outcomes for Manitobans19
 - Working Smarter – Delivering Client-Centred Services23
 - Public Service – Fostering Client-Service Excellence25
 - Value for Money – Protecting Manitoba’s Bottom Line.....27
- FINANCIAL DETAILS.....28
 - Consolidated Actual Expenditures.....28
 - Summary of Authority30
 - Part A: Expenditure Summary by Appropriation31
 - Revenue Summary by Source32
- Departmental Program and Financial Operating Information33
 - Public Service Commission Main Appropriation (Res. No. 17.1).....33
- Other Key Reporting.....37
 - Departmental Risk37

The Public Interest Disclosure (Whistleblower Protection) Act38

Equity and Diversity Benchmarks38

Appendices39

 Appendix A - Performance Reporting.....39

 Appendix B – Recruitment, Development and Retention Programs.....42

 Appendix C – Statutory Responsibilities of the Minister responsible for the Public Service46

 Appendix D – Environmental Scan46

 Appendix E – Competition Statistics.....53

 Appendix F – Labour Relations Statistical Information55

 Appendix G - Summary of investigations and interventions related to sexual harassment, harassment /
bullying, and other forms of misconduct56

 Appendix H - Definitions58

Glossary59

Introduction

Overview to the Annual Report

This Annual Report is organized in accordance with department's appropriation structure as at March 31, 2022, which reflects the authorized appropriations approved by the Legislative Assembly.

Consistent with the Main Estimates Supplement, the annual report has been enhanced to include Balanced Scorecards to foster operational improvements by reinforcing transparency, urgency, alignment and accountability. As the balanced scorecards continue to be developed, reporting is included where available, with continued inclusion of previous Performance Reporting in the appendix to ensure transparency of results.

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

Aperçu du rapport annuel

Ce rapport annuel est présenté conformément à la structure des postes budgétaires du ministère au 31 mars 2022, qui tient compte des crédits autorisés approuvés par l'Assemblée législative.

En cohérence avec le budget complémentaire, le rapport annuel a été étoffé et comprend maintenant des tableaux de bord équilibrés qui favorisent l'amélioration sur le plan opérationnel en mettant l'accent sur la transparence, l'urgence, l'uniformité et la reddition de comptes. Alors que l'établissement des tableaux de bord équilibrés se poursuit, les renseignements sont fournis quand ils sont disponibles et des rapports antérieurs sur le rendement continuent d'être inclus en annexe pour assurer la transparence des résultats.

Par ailleurs, pour la première fois, 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. On continue à fournir les résultats financiers accompagnés d'explications sur les écarts au niveau des postes secondaires. Dans l'ensemble, le nouveau rapport annuel vise à offrir un portrait plus global du rendement financier du ministère.

Department at a Glance – 2021/22 Results

<p>The Public Service Commission Description</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>Minister</p>	<p>Honourable Reg Helwer</p>
<p>Deputy Minister</p>	<p>Jocelyn Baker, Acting Public Service Commissioner</p>

Summary Expenditure (\$M)	
<p>36</p>	<p>37</p>
<p>Restated Budget</p>	<p>Actual</p>

Core Expenditure (\$M)		Core Staffing
<p>35</p>	<p>35</p>	<p>389.25</p>
<p>Authority</p>	<p>Actual</p>	<p>Authority</p>

The Public Service Commission Responsibilities

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

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

The Civil Service Commission Board

During the fiscal year 2021/22, the Public Service Commission (PSC) took steps toward implementing a new legislative framework for Manitoba's Public Service. The Public Service Act (PSA), which came into effect on February 26, 2022, and replaced The Civil Service Act (CSA), provides a legislative framework for an ethical and effective public service for Manitoba by setting out fundamental values such as transparency and accountability, integrity and respect for others. The act clearly defines the different components of the public service and harmonizes principles and values across sectors while reducing legislative duplication and aligning government priorities.

The PSA changed the governance structure of the PSC. Under the CSA, the governance structure included the Civil Service Commission Board (board), which was responsible to carry out provisions of the CSA that they were responsible for including approving staffing related policies for the civil service and to hear appeals primarily on classifications, selections and disciplinary matters. The board was dissolved under the PSA, as a new governance model was established with Deputy Ministers now having statutory responsibility for workforce management and the PSC providing support and guidance.

The board remained responsible for the adjudication of any appeals filed prior to February 26, 2022, when the PSA came into force. The following outlines further information on the board and board activities that were undertaken during 2021/22.

Board Members

The board was constituted under subsection 4(1) of the CSA and consisted of not less than three and no more than seven members appointed by the Lieutenant Governor in Council. One member was designated chairperson. Three members constitute a quorum for any business of the board. Board Members included:

- Robert Pruden, Chairperson/Citizen Member
- Russell Malkoske, Citizen Member
- Yvonne Pompana, Citizen Member
- Brian Stewart, Citizen Member
- Charlene Paquin, Civil Service Commissioner

The Secretary to the Civil Service Commission Board provided functional guidance and staff support for all board activities. The secretary managed the board's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Board Activities 2021/22

During 2021/22, the board met as required to review submissions and to consider presentations from staff on programs administered by the commission.

Type of Submission Reviewed	Fiscal Years		
	2019/20	2020/21	2021/22
Staffing Delegation	9	5	5
Human Resource Policy Approval	-	-	1
Other	2	3	2

The board maintained an overview of human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity¹, and human resource practices and policies.

Appeals	Fiscal Years		
	2019/20	2020/21	2021/22
Initiated	3	11	10
Carried over from previous year ²	12	5	5
Withdrawn	7	8	1
Granted	1	0	2
Denied	2	3	3
Carried over to next fiscal year	5	5	9

¹ As part of the ongoing transformation of the Manitoba public service, staffing audits and diversity/employment equity audits have been discontinued as new methods of oversight are being developed.

² Appeals carried over relate to a number of appeals in process such as those that were currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

The board reviewed all appeal decisions once issued to ensure consistency and common understanding of the issues determined. The board maintained an index of decisions for reference by individual appeal boards and parties to an appeal. A number of appeals were resolved without requiring a hearing following discussions between the parties and their representatives. The board encouraged the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

Appeals by Type	Initiated	Carried from	Withdrawn	Granted	Denied	Carried to 2022/23
	2021/22	2020/21				
Classification	6	4	-	2	1	6
Selection	4	1	1	-	2	2
Conflict of Interest	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-
Over-Range	1	-	-	-	-	1
Dismissal	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-
Jurisdiction	-	-	-	-	-	-
Violation of the Act	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-
Disciplinary Action	-	-	-	-	-	-
Implementation of CSC Decision	-	-	-	-	-	-
	11	5	1	2	3	9

Responsabilités de la Commission de la fonction publique

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

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

Le ministre est également responsable de ce qui suit :

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

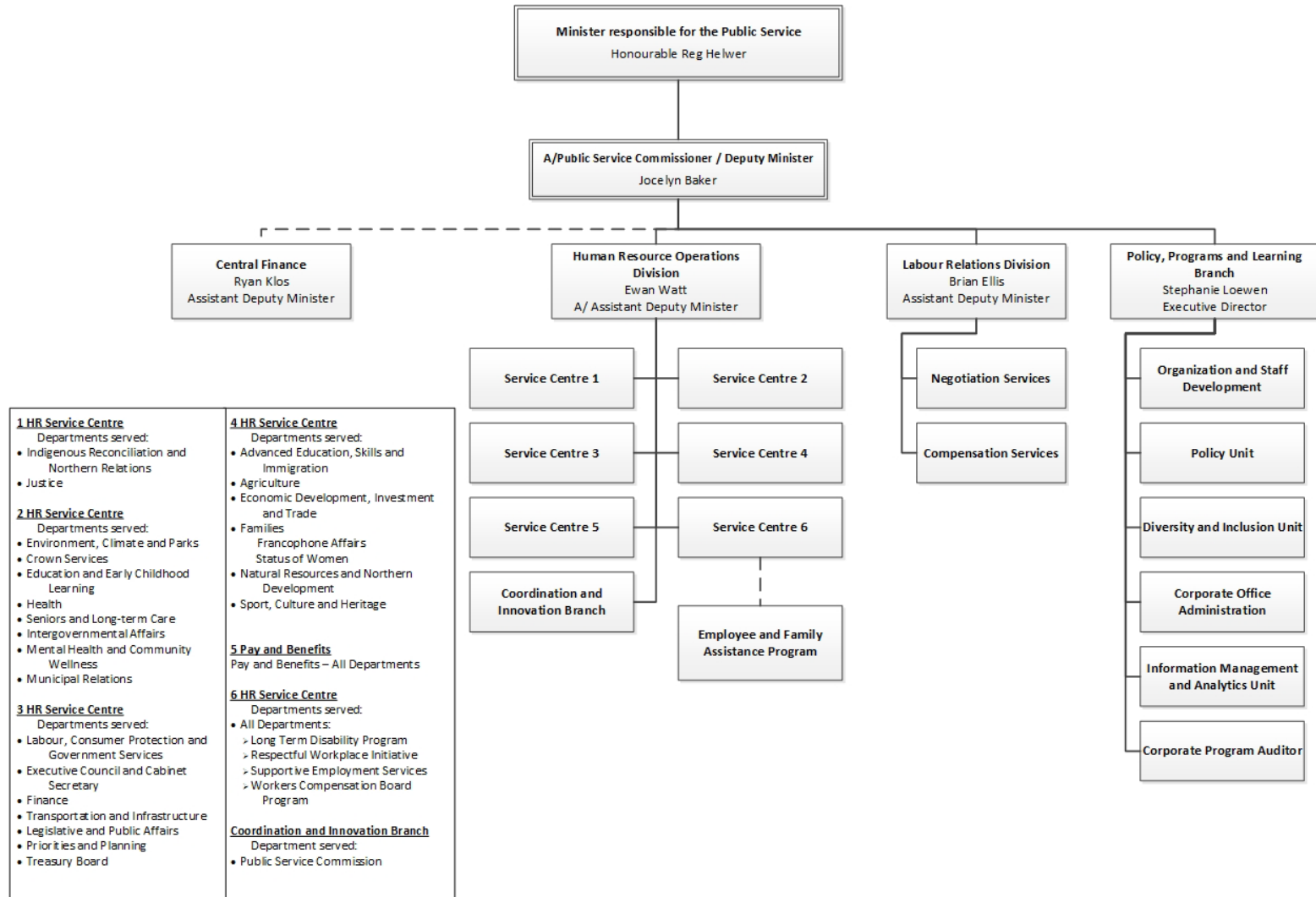
Services partagés du ministère

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

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

Organizational Structure

Public Service Commission as at March 31, 2022



2021/22 Key Achievement Highlights

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

- The commission supported several significant departmental reorganizations and related workforce changes, such as restructuring within the department of Agriculture, the transition of staff from Manitoba Housing and Renewal Corporation to the department of Families, and staffing for two newly established departments; Advanced Education, Skills and Immigration and Natural Resources and Northern Development.
- As a part of Manitoba's Health Transformation and efforts to create a stronger and simpler health-care system for Manitobans, the commission was involved in the successful transition of approximately 800 government employees from the departments of Health and Mental Health and Community Wellness to Shared Health and various Service Delivery Organizations. This transformation will work toward further alignment of provincial planning and delivery of clinical services.
- The commission continued to support departments' priority staffing and redeployments as part of response and recovery efforts relating to the COVID-19 pandemic (for additional detail see Appendix E).
- The commission worked on enhancing the Human Resource (HR) data integrity, data accessibility and report efficiency to enable data-driven decision-making and talent management. The commission implemented more than 20 data integrity projects and launched the Talent Analytics Dashboard (TAD), a digital and interactive HR data-reporting platform. The TAD hosts over 30 HR metrics which are updated regularly.
- On April 1, 2021, the responsibility for intake, coordination, and standardization of procedures for employee investigations was assigned to the commission's Labour Relations Investigations Unit. The unit provides expert service, advice and guidance on investigatory matters; and establish and monitor a centralized intake process and database system for all employee investigations, which promotes consistent approaches and statistical reporting across the public service.
- The commission continued to support the STEP Services program, which 5,185 students registered to be considered for job opportunities through the program in 2021/22, and a total of 1,760 students were hired across the government during that period.
- The commission supported the advancement of The Public Service Act, which was proclaimed on February 26th, 2022, replacing The Civil Service Act, and contributed to the development and implementation of the supporting policy framework, including the development of related regulations.
- The commission continues to support government-wide training in response to Truth and Reconciliation, Call to Action #57, which has included increasing the number of related workshops and training offerings within Manitoba's Public Service. In February 2021, the commission, in collaboration with CIER (Centre for Indigenous and Environment Resources), also hosted a series of Indigenous community engagement sessions as research towards a new mandatory Truth and Reconciliation online course that is under development.
- In the fall of 2021, the commission, in collaboration with Indigenous Reconciliation and Northern Relations, hosted a series of 12 engagement sessions with public servants titled Speaking Truth in the Public Service. These conversations allowed public servants to share their perspectives, experiences and suggestions that will inform actions towards advancing reconciliation.
- The commission continues to support public servants' ongoing development, including senior and executive leadership training to ensure Manitoba's public service is equipped to continue supporting programs and services Manitobans rely on. The commission successfully led four Request for Proposals (RFP) to expand training services and offering for public servants, and this past year also advanced new training offerings in important areas such as mental health and wellness in the workplace, leadership training to support hybrid work environments, and piloted two self-directed online learning resources for public servants on a variety of topics including leadership and professional development. The commission also hosted a manager's summit comprised of 20 workshops with 2,000 public servants in attendance.
- The commission also completed the third year of administering the Learning Fund, which supports specialized and innovative professional development opportunities for employees across the organization. The program provides funding of up to \$1,000 per person, per application (plus eligible travel costs within Manitoba and any necessary accommodations) for individual and group training that is job-specific and addresses organizational needs. In 2021/22, a total of 757 individual and 185 group applications were approved.

Points saillants des principales activités et réalisations de 2021-2022

Au cours de l'exercice, la Commission de la fonction publique a accompli ce qui suit :

- La Commission a appuyé plusieurs réorganisations ministérielles importantes et les changements qui en ont découlé sur le plan de la main-d'œuvre, comme la restructuration au sein du ministère de l'Agriculture, la transition du personnel de la Société d'habitation et de rénovation vers le ministère des Familles, et la dotation en personnel de deux ministères nouvellement créés : le ministère de l'Éducation postsecondaire, du Développement des compétences et de l'Immigration et le ministère des Ressources naturelles et du Développement du Nord.
- Dans le cadre de la transformation du système de santé du Manitoba et des efforts déployés pour créer un système de soins de santé plus efficace et plus simple pour la population manitobaine, la Commission a participé à la transition réussie d'environ 800 employés gouvernementaux des ministères de la Santé et de la Santé mentale et du Bien-être de la communauté vers Soins communs et divers organismes de prestation de services de santé. Cette transformation permettra d'harmoniser davantage la planification provinciale et la prestation des services cliniques.
- La Commission a continué à soutenir la dotation en personnel et les redéploiements prioritaires des ministères dans le cadre des efforts de riposte et de rétablissement liés à la pandémie de COVID-19.
- En outre, la Commission a travaillé à l'amélioration de l'intégrité des données relatives aux ressources humaines, de l'accessibilité des données et de l'efficacité des rapports afin de permettre une prise de décision et une gestion des ressources fondées sur les données. La Commission a également mis en œuvre plus de 20 projets d'intégrité des données et a lancé le Talent Analytics Dashboard, une plateforme numérique et interactive de communication de données sur les ressources humaines. Cette plateforme comporte plus de 30 indicateurs relatifs aux ressources humaines, qui sont régulièrement mis à jour.
- Le 1^{er} avril 2021, la responsabilité de la réception des demandes, de la coordination et de la normalisation des procédures pour les enquêtes sur les employés a été confiée à l'unité des enquêtes en matière de relations de travail de la Commission. Cette unité fournit des services d'experts, des conseils et des recommandations sur les questions d'enquête. Elle établit et contrôle un processus de réception centralisé des demandes ainsi qu'un système de base de données pour toutes les enquêtes sur les employés, ce qui favorise des approches et des rapports statistiques cohérents dans l'ensemble de la fonction publique.
- La Commission a continué à soutenir le programme du Service STEP, auquel 5 185 étudiants se sont inscrits pour être pris en considération pour des possibilités d'emploi dans le cadre du programme en 2021-2022, et un total de 1 760 étudiants ont été embauchés dans l'ensemble du gouvernement au cours de cette période.
- La Commission a également soutenu la promotion de la Loi sur la fonction publique de 2021, qui a été promulguée le 26 février 2022, en remplacement de la Loi sur la fonction publique de 1987, et a contribué à l'élaboration et à la mise en œuvre du cadre stratégique de soutien, y compris l'élaboration des règlements y afférents.
- La Commission de la fonction publique continue de soutenir la formation à l'échelle du gouvernement en réponse à l'appel à l'action n° 57 de la Commission de vérité et réconciliation du Canada, ce qui comprend l'augmentation du nombre d'ateliers et d'offres de formation connexes au sein de la fonction publique du Manitoba. En février 2021, la Commission de la fonction publique, en collaboration avec le Centre autochtone de ressources environnementales, a également organisé une série de séances de consultation auprès des communautés autochtones, en vue d'orienter la création d'un nouveau cours en ligne obligatoire sur la vérité et la réconciliation.
- À l'automne 2021, la Commission, en collaboration avec le ministère de la Réconciliation avec les peuples autochtones et des Relations avec le Nord, a organisé une série de 12 séances de consultation auprès des fonctionnaires, intitulée Speaking Truth in the Public Service (Dire la vérité au sein de la fonction publique). Ces conversations ont permis aux fonctionnaires de faire part de leurs points de vue, expériences et suggestions, lesquels contribueront à orienter les actions destinées à faire progresser la réconciliation.
- La Commission continue de soutenir le perfectionnement continu des fonctionnaires, y compris la formation des cadres supérieurs et des dirigeants, afin de s'assurer que la fonction publique du Manitoba est outillée pour poursuivre le soutien des programmes et des services sur lesquels les Manitobains comptent. La Commission a mené avec succès quatre demandes de

propositions ayant pour but d'étendre les services et l'offre de formation pour les fonctionnaires. L'année dernière, elle a également proposé de nouvelles offres de formation dans des domaines importants tels que la santé mentale et le mieux-être en milieu de travail, la formation au leadership pour soutenir les environnements de travail hybrides, et a piloté deux ressources d'autoapprentissage en ligne pour les fonctionnaires sur une variété de sujets, notamment le leadership et le perfectionnement professionnel. La Commission a également organisé un sommet des gestionnaires, composé de 20 ateliers auxquels ont participé quelque 2 000 fonctionnaires.

- De plus, la Commission a terminé sa troisième année d'administration du Fonds d'apprentissage, qui soutient les possibilités de perfectionnement professionnel spécialisées et novatrices pour les employés de l'ensemble du gouvernement. Ce programme offre un financement pouvant aller jusqu'à 1 000 \$ par personne, par demande (plus les frais de déplacement admissibles au Manitoba et l'hébergement nécessaire) pour une formation individuelle ou de groupe qui est spécifiquement liée à l'emploi et qui répond aux besoins organisationnels. En 2021-2022, un total de 757 demandes individuelles et de 185 demandes de groupe ont été approuvées.

Department Strategy Map

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

Progress on performance measures achieved during the fiscal year are described in further detail following the strategy map.

Vision

Public Service Excellence

Mission

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

Values

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

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

Department Balanced Scorecards Priorities and Objectives

Quality of Life – Improving Outcomes for Manitobans

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

Working Smarter – Delivering Client-Centred Services

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

Public Service – Delivering Client-Service Excellence

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

Value For Money – Protecting Manitoba's Bottom Line

10. Provide value for money
11. Balance the budget

Schéma stratégique ministériel

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

Les progrès relatifs aux mesures du rendement réalisés au cours de l'exercice sont décrits plus en détail en fonction de ce schéma.

Vision

Une fonction publique d'excellence

Mission

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

Valeurs

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

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

Priorités et objectifs des tableaux de bord équilibrés ministériels

Qualité de vie – Améliorer les résultats pour les Manitobains

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

Gestion plus ingénieuse – Fournir des services axés sur le client

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

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

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

Optimisation des ressources – Protéger les résultats financiers du Manitoba

10. Dépenser judicieusement
11. Équilibrer le budget

Department Balanced Scorecards Priorities and Objectives – Details

Quality of Life – Improving Outcomes for Manitobans

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

Key Initiatives

- Continue to develop workforce policies, tools, resources and processes to support capacity building of managers and employees to deliver on Manitoba government’s priorities and improve outcomes for Manitobans. This includes promotion of the Learning Fund to all employees to support their self-directed learning and development, continuing to deliver leadership development and learning programs to build capacity of public service leaders, and establishing consistent, comprehensive onboarding programs for new leaders and employees.
- Continue to implement the new Employee Perspectives Program (EPP) to gauge employee engagement and other factors of workplace satisfaction, including their 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 Baseline	2021/22 Actual
1.a. Increase the percentage of positive responses to Employee Perspectives Program (EPP) capacity index for the public service	67%	64%
1.b. ‘New Measure’ Percentage completion of the development of onboarding programs for new leaders and employees	5%	75%

1.a. Increase the percentage of positive responses to Employee Perspectives Program (EPP) capacity index for the public service.

The PSC supports public servants to ensure they have the capacity to deliver on government’s commitments and measures. Measuring employee perspectives on their capacity to deliver on government’s commitments help inform the PSC’s work in supporting a strong public service equipped to deliver outcomes to serve the needs of Manitobans. Agreement scores to EPP survey questions related to employee’s perspectives on their capacity to deliver are averaged to determine the overall agreement score. The results of EPP surveys will be compared over time to gauge progress in this measure. The 2021/22 baseline represents results from the Winter 2020 EPP survey, and the 2021/22 actual represent the results from the Winter 2022 EPP survey.

1.b. Percentage completion of the development of onboarding programs for new leaders and employees: By enhancing Manitoba government’s onboarding process to be engaging and comprehensive for all employees and leaders, this supports the organization in building public service capacity to deliver. This measure will assess progress on the development and implementation of an enhanced onboarding program for new leaders and employees. Development and piloting of the program reflects 75% completion, with 100% completion achieved once the final program is implemented across Manitoba’s core public service.

2. Advance Reconciliation

Key Initiatives

- The PSC continues to strengthen and broaden reconciliation training for Public Servants in order to advance reconciliation in the workplace and to address the Truth and Reconciliation Commissions Call to Action #57 (CTA57) - *“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 PSC has increased the number of foundational sessions to allow for more public servants to complete the courses. In addition, PSC has collaborated with Indigenous Reconciliation and Northern Relations to offer additional courses, including ‘lunch & learns’, on specific subject areas within CTA57 to truly advance reconciliation within Manitoba’s Public Service . In 2021/22, the PSC delivered: 14 workshops on The Path to Reconciliation, nine workshops on Building your Indigenous Cross Cultural Awareness, four workshops on Exploring the Historical and Modern Treaty Relationship, and eight Lunch and Learns with speakers from the Manitoba Treaty Relations Commission. The PSC is also developing an online course to further improve ease, accessibility, costs, and overall completion numbers. It is assumed that public servants will implement the learnings of the training through their work, thereby advancing reconciliation in their workplace.
- Continuing to measure the retention rate of Indigenous employees in Manitoba’s Public Service 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 people have equitable access to employment opportunities. Promoting an environment within the public service where Indigenous people 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 people within the public service provides valuable information on how government might develop further resources and approaches to enhance the experience of Indigenous people within our workforce.
- Strengthen recruitment practices to attract Indigenous people within Manitoba’s core public service seeks to increase Indigenous representation by 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.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
2.a. Increase the percentage of Manitoba’s core public service that has completed reconciliation training.	New Measure	New Measure
2.b. Increase the retention of Indigenous employees in Manitoba’s public service	94%	93%

2.a. Increase the percentage of Manitoba’s core public service that has completed reconciliation training: This measure will capture the percentage of public servants that have taken reconciliation training offered through the PSC. It does not capture completion of other reconciliation training taken by public servants, including at the department level.

2.b. Increase the retention of Indigenous employees in Manitoba’s public service: This measure seeks to capture the proportion of Indigenous employees retained in Manitoba’s core public service in each fiscal year. The goal is to achieve a minimum 90% retention rate of Indigenous employees in Manitoba’s core public service. A target of 90% was identified based on the average retention rate in government organizations being between 85 to 90%. The 2021/22 baseline represents the retention rate of Indigenous employees as of March 31st, 2021, and the 2021/22 actual represents the retention rate of Indigenous employees as of March 31st, 2022.

3. Build an inclusive and representative public service

Key Initiatives

- The PSC will continue to track and report on the representation of designated employment equity groups (women, Indigenous people, visible minorities and persons with disabilities) in Manitoba’s core public service, to continue to build an inclusive public service representative of the public we serve.
- In building a diverse and representative public service, continue to promote and track preference and designated competitions for designated employment equity groups, and strengthen internship, equity and employee development programs.
- Supporting an inclusive workforce by increasing diversity and inclusion-related learning events and courses, as well as updating the Manitoba Government Diversity and Inclusion Strategy, and implementing a new Diversity and Inclusion policy under the

new Public Service Act, which is committed to achieving an inclusive public service at all levels in the organization. Throughout 21/22, over 10,000 public servants attended training to promote respect, understanding and diversity; including courses in Building Respectful Workplaces, Exploring Interpersonal Challenges and Race Relations at Work and Managing Unconscious Bias.

- Continue to implement the new EPP to gauge employee engagement and other factors of workplace satisfaction, including employee’s perspectives on feeling included in the workplace, which will help inform enhancements to tools and resources to support diverse and inclusive workplaces.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
3.a. Achieve a minimum target of 70% positive responses to EPP survey questions related to employee’s perspectives on feeling included in the workplace.	69%	67%
3.b. Number of designated employment equity benchmarks met within Manitoba’s core public service, including within senior management positions. Targets are based on meeting at least 4 of the designated employment equity groups within Manitoba Public Service positions, including at the senior leadership level.	3/8	3/8
3.c. Percentage of Manitoba’s core public service who have completed mandatory diversity and inclusion training.	78%	88%

3.a. Achieve a minimum target of 70% positive responses to EPP survey questions related to employee’s perspectives on feeling included in the workplace: This measure will capture employee’s perspectives on diversity and inclusion. The results will help assess and enhance PSC programs and services that foster a workplace culture that values diversity, respect, accessibility, and inclusion. The agreement score to the EPP survey question related to employee’s perspectives on feeling included in the workplace will be compared over time to gauge progress in this measure. The 2021/22 baseline represents results from the Winter 2020 EPP survey, and the 2021/22 actual represent the results from the Winter 2022 EPP survey.

3.b. Number of designated equity benchmarks met within the public service, including within senior management positions: Manitobans are best served by a public service that is inclusive and representative of the diverse population of Manitoba, at all levels of the organization, including senior management. This measure will capture diversity in Manitoba’s core public service and in senior management. Designated employment equity groups include women, Indigenous people, visible minorities, and persons with disabilities. Employment equity status is self-identified on a voluntary basis by employees when hired into a position or at any time during their employment with Manitoba’s core public service. The number of employment equity benchmarks met in Manitoba Public Service positions, and at the senior leadership level will be assessed to gauge progress on this measure. The 2021/22 baseline represents the number of designated equity benchmarks met as of March 31st, 2021, and the 2021/22 actual represents the number of designated equity benchmarks met as of March 31st, 2022.

3.c. Percentage of Manitoba’s core public service who have completed mandatory diversity and inclusion training: The PSC offers a variety of training related to diversity and inclusion for employees. This measure will capture the percentage of Manitoba’s core public service that have taken related training offered through the PSC. It is assumed that public servants will implement course learning through their work, supporting an inclusive workplaces. A 90% complete rate was identified as a reasonable target for this measure. The 2021/22 baseline represents the completion rate as of March 21st, 2021, and the 2021/22 actual represents the completion rate as of March 31st, 2022.

4. Increase respect in the public service

Key Initiatives

- In supporting respectful workplaces, regularly promote respectful workplace resources and support for leaders and employees, including reminders to annually complete mandatory respectful workplace training.
- Assess employee's perspective regarding respect in the workplace to support enhancement to respectful workplace resources and supports.
- Continue to investigate and address respectful workplace issues in a timely manner, and publicly report on the number of substantiated respectful workplace complaints in the public service.
- Continue to implement the new EPP to gauge employee engagement and other factors of workplace satisfaction, including employee's perspectives on respect in the workplace, which will help inform enhancements to tools and resources to support respectful workplaces.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
4.a. Achieve a minimum target of 70% of positive responses to EPP survey questions related to employee's perspectives on respect in the workplace.	83%	78%
4.b. Decrease the number of substantiated respectful workplace complaints in the public service.	71	53
4.c. Percentage of Manitoba's core public service that have completed mandatory respectful workplace training.	-	67%

4.a. Achieve a minimum target of 70% of positive responses to EPP survey questions related to employee's perspectives on respect in the workplace: All public servants have influence and impact on their clients, colleagues and team members, and should strive to treat others with respect and dignity. The measure will capture employee perspectives on respect in the workplace. The results will 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. Agreement scores to EPP survey questions related to employee's perspectives on respect in the workplace are averaged to determine the overall agreement score. The results of the EPP surveys will be compared over time to gauge progress in this measure. The 2021/22 baseline represents results from the Winter 2020 EPP survey, and the 2021/22 actual represent the results from the Winter 2022 EPP survey.

4.b. Decrease the number of substantiated respectful workplace complaints in the public service: All public servants are responsible to create and sustain a respectful workplace culture, which includes reporting inappropriate conduct. The number of substantiated respectful workplace complaints demonstrates the most objective indicator of the presence of disrespectful behavior in Manitoba's core public service including sexual and general harassment, and bullying. This measure will capture changes in the number of substantiated complaints, and help to inform opportunities for PSC to continue to build awareness, and offer training and other resources, to increase respect in Manitoba's core public service. A 5% annual reduction in the number of substantiated complaints was identified as a reasonable yearly improvement.

4.c. Percentage of Manitoba's core public service that have completed mandatory respectful workplace training: This measure will capture the percentage of Manitoba's core public service that has taken the updated mandatory respectful workplace training. Completion of the training is now an annual requirement, and employees had until the end of the fiscal year 2021/22 to complete the updated course. The 2021/22 actual represents the percentage of employees that completed the course as of March 31st, 2022. It is assumed that public servants will implement this learning through their work, supporting inclusive and respectful workplaces. A 90% complete rate was identified as a reasonable target for this measure.

Working Smarter – Delivering Client-Centred Services

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

Key Initiatives

- The PSC is undergoing an organizational review to assess business functions, better align resources, and further build capacity to deliver services across government. The review began February 2021 by engaging with a third-party consultant, Ernst & Young (EY) to complete a diagnostic of current state and then concluded with a Final Report that outlined recommendations to transform the PSC. July 2021, the Commissioner established a Strategic Innovation Office (SIO) to work on moving the organization towards the end state. A pilot is expected for the fall to begin transitioning two areas within the PSC.
- It is the goal of the PSC to build collaborative working relationships with client departments while working towards increasing efficiencies of the human resource, staff development, policy, data management and labour relations functions. It will be SIO's responsibility to ensure staff are aware of changes, and will work to ensure Manitoba government human-resource processes and expectations are clear, easily accessible, and understood by all stakeholders.
- Continue the implementation of the new classification system and job evaluation tool, developed as part of the Classification Modernization project.
- Review and update SAP reporting tools, and maintain the Talent Analytics Dashboards for each department to support timely evidence-based workforce planning.
- Continue to implement the new EPP, including regular pulse surveys to support timely feedback from employees related to employee engagement and other factors of workplace satisfaction.
- Continue to investigate and address respectful workplace and other workplace issues in a timely manner, and publicly report on the number of substantiated complaints related to disrespect and other workplace issues in the public service.

Performance Measures

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

5.a. Achieve a minimum target of 70% of classification review requests completed within the first 60 working days: By improving completion time for classification reviews within Manitoba's classification program, the PSC is increasing the efficiency of our processes, and in turn the effectiveness of our service delivery to Manitoba Public Servants within government who provide programs and services to Manitobans. The target is to complete 70% of requests received 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 the Manitoba's core public service who provides programs and services to Manitobans. Addressing respectful workplace issues and implementing actions in a timely manner also strengthens the respectful workplace culture in Manitoba's core public service. Every effort is made to investigate respectful workplace issues within 30 working days. However, there may be extenuating circumstances that result in delays, and a reasonable target of completing at least 50% of respectful workplace complaints within 30 working days has been identified.

5.c. Achieve a minimum target completion rate of 50% of investigations into other workplace issues completed within 60 working days: By ensuring workplace issues in Manitoba's core public service are investigated in a timely manner, the PSC is increasing the efficiency of our processes and in turn the effectiveness of our service delivery to the Manitoba Public Service who

provides programs and services to Manitobans. Addressing workplace issues and implementing actions in a timely manner also fosters workplaces that are built on safety, respect, trust, and inclusion. Every effort is made to investigate workplace issues within 60 working days (other than respectful workplace issues that have a target of 30 working days). However, there may be extenuating circumstances that result in delays, and a reasonable target of completing at least 50% of workplace complaints within 60 working days has been identified.

6. Strengthen our Collaboration

Key Initiatives

- Increase collaboration and communication, such through the PSC hub for PSC staff will help support awareness and alignment of PSC work and will help maximize strategic alignment in delivering services and support the PSC to function more cohesively as a team. The PSC organizational review will also help assess business functions, better align resources, and further build capacity to deliver services across government.
- Continue to lead and engage in cross government committees and working groups to support collaboration, as well as advance PSC policies, programs and initiatives that support a respectful, ethical, diverse, inclusive, and engaged public service.

Public Service – Fostering Client-Service Excellence

7. Build our capacity to deliver

Key Initiatives

- Continue to support capacity building of PSC employees through consistent onboarding processes, and engage in annual performance development conversations and learning plan reviews to support the ongoing development of employees.
- Continue to implement the new EPP to gauge employee engagement and other factors of workplace satisfaction, including PSC employee’s perspectives on their capacity to deliver on Manitoba government’s priorities, which will help inform enhancements to capacity building tools and resources for employees.
- The PSC continues to support policies, programs and initiatives that support a work environment where employees feel engaged, motivated, and supported to bring their whole selves to the workplace. The commission continues to support public servants’ ongoing development, including senior and executive leadership training to ensure Manitoba’s public service is equipped to continue supporting programs and services Manitobans rely on. The commission successfully led four Request for Proposals (RFP) to expand training services and offering for public servants, and this past year also advanced new training offerings in important areas such as mental health and wellness in the workplace, leadership training to support hybrid work environments, and piloted two self-directed online learning resources for public servants on a variety of topics including leadership and professional development. The commission also hosted a manager’s summit comprised of 20 workshops with 2,000 public servants in attendance.
- The PSC also completed the third year of administering the Learning Fund, which supports specialized and innovative professional development opportunities for employees across the organization. The program provides funding of up to \$1,000 per person, per application (plus eligible travel costs within Manitoba and any necessary accommodations) for individual and group training that is job-specific and addresses organizational needs. In 2021/22, a total of 757 individual and 185 group applications were approved.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
7.a. Percentage of PSC employees with a current completed Performance Development Conversation Form.	New Measure	New Measure

7. a. Percentage of PSC employees with a current completed Performance Development Conversation Form: This measure will track the percentage of PSC employees who have completed a formal Performance Development Conversation Form with their supervisor each fiscal year. Completion of annual performance development conversations helps employees and supervisors work together to improve performance to ensure work expectations are met and that employees are provided with the tools necessary to support the programs and services Manitobans rely on. A 60% completion rate was identified as a reasonable target for this new measure.

8. Advance inclusion in our workplace

Key Initiatives

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

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
8.a. Percentage of PSC employees who have completed mandatory diversity and inclusion training.	89%	88%

8.a. Percentage of PSC employees who have completed mandatory diversity and inclusion training: This measure will capture the percentage of PSC employees that have completed mandatory diversity and inclusion training offered through the PSC. It is assumed that employees will implement course learning through their work, supporting inclusive workplaces. A 90% completion rate was identified as a reasonable target for this measure. The 2021/22 baseline represents the percentage of employees that completed the course as of March 31st, 2021, and the 2021/22 actual represents the percentage of employees that completed the course as of March 31st, 2022.

9. Strengthen respect in our workplace

Key Initiatives

- Continue to build awareness, and offer training and other resources, to support respect in workplaces.
- Continue to implement the new EPP to gauge employee engagement and other factors of workplace satisfaction, including on respect in the workplace, which will help inform enhancements to tools and resources to support respectful workplaces.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
9.a. Percentage of PSC employees who have completed mandatory respectful workplace training.	-	83%

9.a. Percentage of PSC employees who have completed mandatory respectful workplace training: This measure will capture the percentage of PSC employees that have completed the mandatory respectful workplace training offered through the PSC. Completion of the training is now an annual requirement, and employees had until the end of the fiscal year 2021/22 to complete the updated course. The 2021/22 actual represents the percentage of employees that completed the course as of March 31st, 2022. It is assumed that employees will implement course learning through their work, supporting inclusive and respectful workplaces. A 90% completion rate was identified as a reasonable target for this measure.

Value for Money – Protecting Manitoba’s Bottom Line

10. Provide value for money

Key Initiatives

- Reduce paper usage within the PSC.
- Provide information to PSC staff involved in monthly cash flow reporting to more accurately reflect when positions will be filled in forecasting.

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
10.a. Decrease percentage of paper usage.	0%	30%

10.a. Decrease percentage of paper usage: This measure will identify the percent reduction in the number of packages of paper consumed by the PSC in a fiscal year, which will indicate an overall reduction in unnecessary paper usage. Reducing unnecessary paper usage in government is a significant initiative that will reduce expense and waste, contribute to sustainability and demonstrate value and cost effectiveness. A 6% annual reduction was identified as a reasonable target for this measure. The baseline resets to zero at the beginning of every fiscal year.

11. Balance the budget

Key Initiatives

- Work within divisional operating budget(s)

Performance Measures

Measure	2021/22 Baseline	2021/22 Actual
11.a Percentage of operating budget expended	99%	100%
11.b. Improve accuracy of forecasting staffing and salary/benefit costs.	New Measure	New Measure

11.a. Percentage of operating budget expended: This measure looks at the department’s Part A operating expenditures, specifically how the department’s expenditures (actual voted amount spent) are against the budget (planned amount). The target is to expend 100% or less of the operating budget each fiscal year. Baseline represents operating budget expended in 2020/21, actual represents operating budget expended in 2021/22. The Manitoba Government is committed to continuously balance the budget. Monitoring this measure will help the department identify trends, mitigate risks, and capitalize on opportunities.

11.b. Improve accuracy of forecasting staffing and salary/benefit costs: This measure will identify the accuracy of salary and benefit cost forecasts as compared to actuals. Accurate forecasting supports better government and PSC financial planning and cash flows. This measure is also used in other jurisdictions. This fiscal year will be used to collect data and help set a target for this new measure.

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.

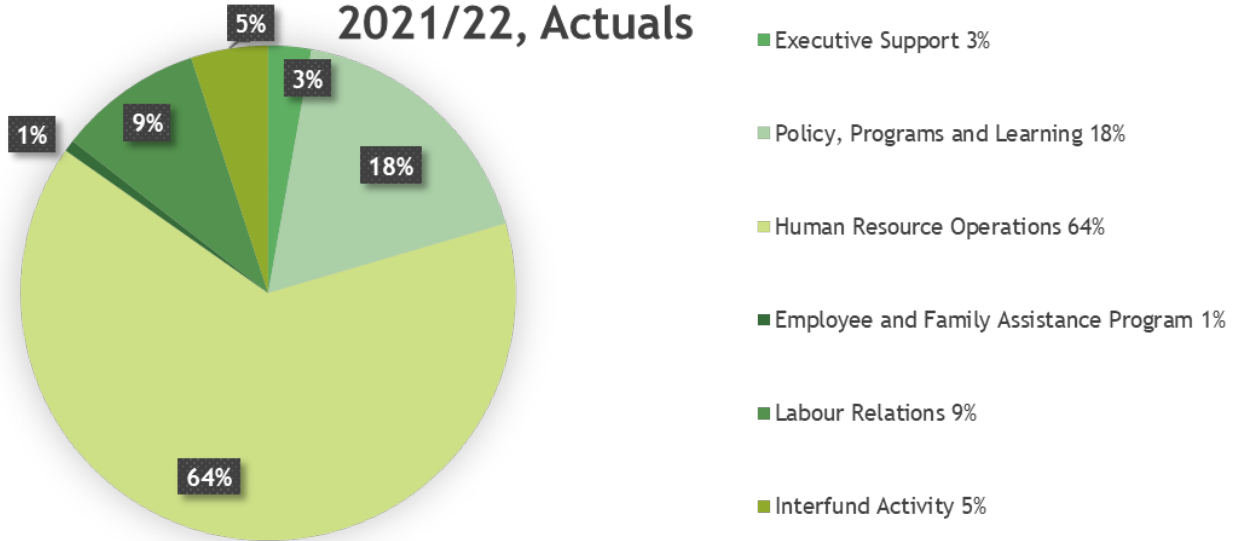
Consolidated Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Main Appropriations	Part A - Operating	Other Reporting Entities	Consolidation, and Other Adjustments	2021/22 Actual	2020/21 Actual
Public Service Commission	35,255	-	-	35,255	25,037
Interfund Activity	-	-	2,100	2,100	1,000
TOTAL	35,255	-	2,100	37,355	26,037

NV – Non-Voted

Percentage Distribution of Consolidated Actual Expenditures by Operating Appropriation, 2021/22, Actuals



Summary of Authority

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

Detailed Summary of Authority	2021/22 Printed Estimates	In-Year Re- organization	Virement	Enabling Authority	Authority 2021/22	Supplementary Estimates
Part A – OPERATING (Sums to be Voted)						
Public Service Commission	26,058	-	-	9,197	35,255	-
					-	-
					-	-
Subtotal	26,058	-	-	9,197	35,255	-
Part A – OPERATING (Non-Voted)						
TOTAL PART A - OPERATING	26,058	-	-	9,197	35,255	-
Part B – CAPITAL INVESTMENT	-	-	-	-	-	-
Part C – LOANS AND GUARANTEES	-	-	-	-	-	-
Part D – GOVERNMENT REPORTING ORGANIZATION CAPITAL INVESTMENT	-	-	-	-	-	-

Part A – OPERATING	2021/22 Authority \$ (000's)
2021/22 MAIN ESTIMATES – PART A	26,058
Allocation of funds from:	
COVID Internal Service Adjustments	8,097
Enabling vote & Internal Service Adjustments	1,100
Sub-total	9,197
In-year re-organization from:	-
Sub-total	-
2021/22 Authority	35,255

Part A: Expenditure Summary by Appropriation

Departmental Actual Expenditures

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Authority 2021/22	Appropriation	Actual 2021/22	Actual 2020/21	Increase (Decrease)	Explanation Number
17-1 PUBLIC SERVICE COMMISSION					
	(a) Executive Support				
518	Salaries and Employee Benefits	526	503	23	
56	Other Expenditures	516	157	359	1
	(b) Policy, Programs and Learning				
4,758	Salaries and Employee Benefits	4,001	3,966	35	
2,340	Other Expenditures	2,552	2,287	265	
	(c) Human Resource Operations				
21,386	Salaries and Employee Benefits	21,390	13,494	7,896	2
2,462	Other Expenditures	2,478	1,078	1,400	3
	(d) Employee and Family Assistance Program				
476	Salaries and Employee Benefits	449	516	(67)	
(53)	Other Expenditures	(166)	(69)	(97)	
	(e) Labour Relations				
2,837	Salaries and Employee Benefits	3,116	2,477	639	
475	Other Expenditures	393	629	(236)	
35,255	Total Expenditures	35,255	25,038	10,217	

Explanation(s):

1. Variance is due to the delay in classification and modernization projects.
2. Variance is due to temporary staffing to support COVID-19 response.
3. Variance is due to temporary staffing to support COVID-19 response.

Revenue Summary by Source

Departmental Actual Revenue

For the fiscal year ended March 31, 2022 with comparative figures for the previous fiscal year (\$000s)

Actual 2020/21	Actual 2021/22	Increase (Decrease)	Expl. No.	Source	Actual 2021/22	Estimate 2021/22	Variance Over/(Under)	Expl. No.
				Other Revenue				
21	30	9		Sundry	30	21	9	
		-						
		-						
21	30	9		Subtotal	30	21	9	
21	30	9		Total Revenue	30	21	9	

Departmental Program and Financial Operating Information

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

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

Sub-Appropriations	Actual 2021/2022	2021/2022 Authority	
	\$(000s)	FTEs	\$(000s)
Executive Support	1,042	4.00	574
Policy, Programs and Learning	6,553	58.50	7,098
Human Resource Operations	23,868	293.75	23,848
Employee and Family Assistance Program	283	5.00	423
Labour Relations	3,509	28.00	3,312
	35,255	389.25	35,255

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

1 (a) Executive Support

Expenditures by Sub-Appropriation	Actual 2021/2022	Authority 2021/22		Variance Over/(Under)	Expl. No.
	\$(000s)	FTEs	\$(000s)	\$(000s)	
Salaries and Employee Benefits	526	4.00	518	8	
Other Expenditures	516		56	460	1
Total Sub-Appropriation	1,042	4.00	574	468	

Explanation(s):

1. Variance is due to the Classification and Modernization Project

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

Key Results Achieved

- Continue to develop workforce policies, tools resources and processes to support capacity building of managers and employees, including promotion of the Learning Fund to all employees to support their self-directed learning and development, and continuing to deliver leadership development and learning programs to build capacity of public service leaders.
- Establish consistent, comprehensive onboarding programs for new leaders and employees.

- Enhance PSC’s supports for employees and leaders that help retain Indigenous employees, and deliver, promote and encourage employees to take training workshops in Truth and Reconciliation.
- Update the Manitoba Government Diversity and Inclusion Strategy, and implement a new Diversity and Inclusion policy under the new Public Service Act, which is committed to achieving an inclusive public service at all levels in the organization.
- Strengthen internship, equity and employee development programs, continue to track and report on the representation of designated employment equity groups (women, Indigenous people, visible minorities and persons with disabilities) in Manitoba’s core public service, and increase diversity and inclusion-related learning events and courses.
- Continue to implement regular surveys with employees through the EPP to gauge employee engagement and other factors of workplace satisfaction, including perspectives regarding capacity to deliver, and respect and inclusion in the workplace.
- Regularly promote respectful workplace resources and supports for leaders and employees, including reminders to annually complete mandatory respectful workplace training.
- Review and update SAP reporting tools, and maintain the Talent Analytics Dashboards for each department to support evidence-based workforce planning.

1 (b) Policy , Programs and Learning

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/2022 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	4,001	58.50	4,758	(757)	1
Other Expenditures	2,750		2,636	114	
Grant Assistance	-		24	(24)	2
Less: Recoverable from Other Appropriations	(198)		(320)	122	
Total Sub-Appropriation	6,553	58.50	7,098	(545)	

Explanation(s):

1. Variance is due to vacancies and related staffing costs, and delay in the start date of the Leaders In Training Program.
2. Variance is due reduction in spending.

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

Key Results Achieved

- Continue to develop workforce policies, tools, resources and processes to support capacity building of managers and employees.
- Strengthen recruitment practices to attract and retain Indigenous people within Manitoba’s core public service.
- Promote and track preference and designated competitions for designated employment equity groups.
- Increase communication, including through the PSC hub for PSC staff to support awareness and alignment of PSC work.
- Implement consistent onboarding processes with human resource operations staff, and support regular learning plan reviews.
- Continue to provide advice and support to government departments and agencies to support safe, respectful, diverse and inclusive workplaces.
- Continue 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).
- Support innovation in human resource delivery through the coordination of divisional projects and initiatives aligned with the division, department and government. Includes leading work aimed at streamlining, modernizing and innovating human resources operational service delivery.

1 (c) Human Resource Operations

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl.
	2021/2022 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	No.
Salaries and Employee Benefits	21,566	293.75	21,824	(258)	
Other Expenditures	2,478		2,462	16	
Less: Recoverable from Other Appropriations	(176)		(438)	262	1
Total Sub-Appropriation	23,868	293.75	23,848	20	

Explanation(s):

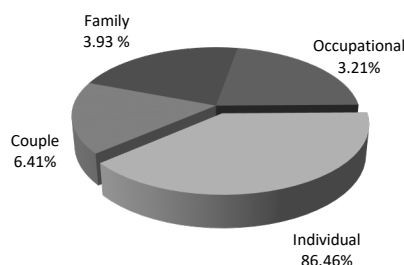
- Variance primarily due to a reduction in activity related to the Career Gateway Program.

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

Key Results Achieved

- Provide and create awareness of mental health and wellness resources, to supplement existing services and resources available through the Employee and Family Assistance Program (EFAP).
- Support the ongoing delivery of mental health and wellness training, including a webinar series on resiliency and mental health during the pandemic.
- During fiscal year 2021/22, 1,763 cases were addressed by counsellors. This is an increase of 99 cases from the previous year.
- Approximately 85% of services are provided within the Manitoba government with the remaining 15% provided under fee-for-service contracts to other public service organizations.
- In 2021/22, a total of 1,785 individual employees or eligible family members received EFAP services. This is a decrease from the previous year because of a reduction in presentations due to the pandemic.

Breakdown of new counselling cases by problem category



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

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

1 (d) Employee and Family Assistance Program

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/2022 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	449	5.00	476	(27)	
Other Expenditures	83		76	7	
Less: Recoverable from Other Appropriations	(249)		(129)	(120)	
Total Sub-Appropriation	283	5.00	423	(140)	

Explanation(s):

Labour Relations: Provides employee and strategic labour relations and total compensation services, within the public service as well as limited service to specific entities in the broader public service.

Compensation Services Branch is responsible for classification, compensation and benefits policy and plan design, central administrative and negotiations of government-wide benefits and insurance programs, research and consultative services, and strategic advice on compensation matters.

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

Key Results Achieved

- Continue to develop workforce policies, tools, resources and processes to support capacity building of managers and employees.
- The Centralized Investigation Unit (IU) completed its first year of moving government towards standardized investigation procedures and statistics. The unit is responsible for intake, coordination, and standardization of procedures for employee investigations; provides expert service, advice and guidance on investigatory matters; and established and monitors a centralized intake process and database system for all employee investigations which 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)
- Continue to represent the employer in collective agreement negotiation and administration for bargaining units, as well as represent the Employer in handling grievances and labour arbitrations proceedings (Please see [Appendix F](#) for further information on collective agreement negotiations).
- Continue 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 labour relations topics (Please see [Appendix E](#) for further information).
- Continue to administer the government's job classification program, including the evaluation of all job classification requests (Please see [Appendix E](#) for further information), as well as continue the development of a new classification system and job evaluation tools.

1 (e) Labour Relations

Expenditures by Sub-Appropriation	Actual	Authority 2021/22		Variance	Expl. No.
	2021/2022 \$(000s)	FTEs	\$(000s)	Over/(Under) \$(000s)	
Salaries and Employee Benefits	3,116	28.00	2,837	279	
Other Expenditures	393		475	(82)	
Total Sub-Appropriation	3,509	28.00	3,312	197	

Explanation(s):

Other Key Reporting

Departmental Risk

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

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

Through fiscal year 2021/22, the commission undertook the following specific activities toward managing its risks.

Risk	Activities taken to reduce / remove risk
Capacity to effectively and efficiently deliver client services, and to meet departmental objectives and government priorities.	<ul style="list-style-type: none"><li data-bbox="630 705 1450 863">• The commission continues to streamline processes, improve communication, and offer training and development opportunities. PSC is undergoing an organizational review of its structure, roles and functions, and distribution of staff with a view to provide services in a more efficient and effective way.<li data-bbox="630 932 1450 1020">• Work continues to streamline recruitment processes and templates, supported by a new Talent Acquisition policy under The Public Service Act, which was proclaimed on February 26th, 2022.<li data-bbox="630 1066 1450 1224">• Under The Public Service Act, a new Employee Engagement and Recognition policy was implemented on February 26th, 2022, which supports policies, programs and initiatives that contribute to the key drivers of engagement, including workplace culture, leadership, capacity and employee development.<li data-bbox="630 1262 1450 1478">• A new Flexible Work Arrangements policy was launched in June 2021 to enable management to consider flexible work requests from employees, provided they are consistent with the policy objectives and principles, do not impact service or program delivery, and are subject to operational requirements. Employees may request approval to perform their work remotely (from home or an alternate location) and/or adjust their working hours to help balance work with personal responsibilities.

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act that came into effect in April 2007 and was amended in 2018; 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 a 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 the Public Service Commission for fiscal year 2021/2022.

Information Required Annually (per section 29.1 of PIDA)	Fiscal Year 2021/ 2022
The number of disclosures received, and the number acted on and not acted on. Subsection 29.1(2)(a)	NIL
The number of investigations commenced as a result of a disclosure. Subsection 29.1 (2)(b)	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. Subsection 29.1(2)(c)	NIL

Equity and Diversity Benchmarks

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

Equity Group	Benchmarks	% Total Employees as at March 31, 2022
Women	50%	76%
Indigenous Peoples	16%	10.4%
Visible Minorities	13%	35.5%
Persons with Disabilities	9%	11.0%

Appendices

Appendix A - Performance Reporting

The Performance Reporting – Indicators of Progress against Priorities is being phased out with the adoption of Balanced Scorecards. 2021/22 will be the final year for this report as Balanced Scorecards will be fully implemented and performance results fully reported.

Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/2022 (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
The increase in the leadership capacity within the Manitoba government, by measuring participation in a number of major development initiatives	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore, it is a key component in a sustainable workforce.	Total participants as of March 31st, 2006:	Total participants as of March 31st, 2022: 544		
		Certificate in Public Sector Management Program (CPSM) – n/a	CPSM – 267 have completed the program. 34 participants are in process.	CPSM certificate program had no graduates in 2020-2021 due to pandemic	
	The level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the Manitoba government.	Executive Leadership Program (ELP) – n/a	ELP – 80 have completed the program.		
		Senior Leadership Program (SLP) n/a	SLP – 121 have completed the program.		
		Leaders in Training Program (LTP) General Stream (GS) - Financial Stream (FS) n/a	LTP-GS – 27; LTP-FS – 15		
		Essentials of Supervision Certificate Program (EOS) n/a	EOS – 158 have completed the entire certificate program, and there have been 6,183 individual course completions in the program components.	The EOS program was discontinued in April 2020 and replaced with LFS.	
		Leadership Foundation for Supervisors (LFS)	The LFS replaced the EOS in 2021/22. At this time, 118 have registered for the new certificate program and 3 have graduated.		
Certificate Program – n/a					
		Office Professionals	OPCP – 250 have completed	The OPCP program was discontinued and replaced with the CPSOA	

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/2022 (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
		Certificate Program (OPCP) – 166 have completed the program. Certificate in Public Sector Office Administration (CPSOA) –n/a	the program, which was replaced with the new Certificate in Public Sector Office Administration (CPSOA). CPSOA – 55 have completed the program.	The CPSOA program was discontinued due to low enrollment.	
Employee engagement, which is the subject of employee surveys	Employee engagement is critical to the Manitoba government’s ability to achieve its priorities and improve outcomes for Manitobans	Baseline measurement from the 2007 employee survey on employee engagement: 60.0%	The employee engagement score for the Manitoba government in 2021 was 60.3%. The employee engagement score for the Public Service Commission (PSC) was 75.6%. The majority of the PSC’s scores were higher than the average for the Manitoba government.	There was a slight increase in the employee engagement score when compared to baseline data.	The 2021 employee engagement survey was conducted between March 18th, 2021 and April 8, 2021. 17.1% of all active employees in the Manitoba government, and 46.8% of all active PSC employees, participated in the 2021 employee engagement survey.
Progress towards achieving the government’s equity and diversity goals. The percentage of employees who indicate their department values diversity will be measured from the employee engagement survey.	The commission is accountable for the implementation of the Manitoba government’s diversity and inclusion policy and diversity strategy.	From the 2007 employee engagement survey: 63.2% of employees agreed that their department values diversity.	From the 2020 winter employee survey, 69.3% of Manitoba government employees, and 78.3% of PSC employees, agreed that they feel included at the workplace. In 2021, 82.3% of Manitoba government employees, and 91.4% of PSC employees, agreed that they were treated respectfully at work.	While the surveys are not directly comparable to the 2007 survey, agreement scores on the diversity and inclusion theme increased.	
Provision of consulting and training services that meet the needs of individuals and organizations within the public service, by measuring the number	Training services support good human resource practice, government- wide transformation initiatives, and the ability to harness our	Data for fiscal year 2005/2006: 6,470 participants, including employees within the Manitoba government and external participants attended in-person	Data for fiscal year 2021/22: In-person, classroom-based training workshops and events delivered by OSD were stopped due to the pandemic, and shifted to	Training delivered through a variety of eLearning formats will continue to increase. OSD shifted away from a cost-recovery model which resulted in a significant increase in workshop participation due to	In 2022, OSDs mandate shifted to providing training service to the core public service.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2021/2022 (current year) result or most recent available data?	What is the trend over time?	Comments/recent actions/report links
<p>of employees in the Manitoba government attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).</p>	<p>talent. Training services are demand-driven.</p> <p>The level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of Manitoba government employees.</p>	<p>training workshops or in-department development events delivered by OSD.</p> <p>The introduction of online training in 2010 was a strategic decision to enable critical corporate training to reach a broader audience with increased cost effectiveness than could be achieved through workshops alone. There were a total of 169 online course completions in 2010/11.</p>	<p>virtual and webinar delivery formats.</p> <p>There were over 292 online course completions in 2021/22 and 5,357 participants attended virtual workshops and webinars.</p>	<p>the elimination of tuition fees for the majority of workshops.</p>	

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 two-year paid internship.

The LTP features a general stream and a financial stream, to which 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. 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 to the systems and processes of government. The CGP provides eligible candidates with opportunities to develop skills and experience so that they may successfully compete for a career within the Manitoba government or be appointed upon satisfactory performance. The program has two streams – Placement and Referral.

Under the Placement stream, the commission provides Full Time Equivalents (FTEs) to departments which enables term employment during placements of three months (most common) up to 24 months. The program is promoted through advertising an ongoing opportunity on the Job Opportunities Website.

Through the Referral stream, the program refers pre-screened candidates to departments with ongoing competitions or anticipated vacancies for which the individuals either compete, or are directly appointed if there are no other qualified applicants.

Diversity Employee Development Program (DEDP)

This program was launched in 2013/14, with the first program intake occurring in February 2014. This is a one-year development program for existing regular employees of the government who have demonstrated leadership potential and who self-declare as an Indigenous person, a visible minority, or a person with a disability. The program is intended to support continuous learning, diversity and inclusion and leadership capacity at all levels of the organization. The DEDP is currently undergoing review and redesign.

Employee Networks:

New Professionals Network (NPN)

This employee network started in 2005. It brings new professionals from across all government departments and regions of the province together to connect, learn and grow with a variety of professional, personal and career development opportunities. It is open to all government employees who self-identify as a new professional, whether they are new to the Manitoba government, starting a new position, changing career paths, or looking for professional development. Events and activities include an annual conference, learning events, networking and mentoring opportunities, skill development through volunteer roles on the NPN planning teams, and regular communication through a newsletter, website and publications.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Indigenous employees in the Manitoba government. Touchstone began in January 2006 and has members from various government departments. The group is formed of more

experienced employees as well as newcomers to the Manitoba government, 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 in the Manitoba government. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

Visible Minority Network (VM Net)

VM Net connects its members which are primarily visible minorities and immigrants for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. The network is open to all government employees. Learning events, on-site language translations, citizenship court ceremony receptions, representation in Manitoba career fairs, and informal mentorship to professional immigrants are among VM Net's activities since it was formed in 2006 by participants of the Career Gateway Program for visible minorities.

Civil Servants with Abilities Network (CSWAN)

CSWAN was launched in December 2014 as an employee resource group that supports employees with disabilities, implements programs to promote peer support, mentorship and networking and hosts learning events. It is a network led by volunteers within the Manitoba government to support persons with disabilities with professional and personal career development. It is also a resource for those in the Manitoba government who support the career development of their colleagues with a disability.

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 sexual minorities 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.

Data Science Network

Data Science Network is a new employee network aimed at creating a shared learning community of data science experts and enthusiasts whose work influences innovation in Government. Launched in March 2020 with 25 members, the network is expected to grow based on a list of Geographical Information Systems (GIS) interested parties in the Manitoba government of about 750 employees. The network aims to provide resources, training opportunities and networking for employees who work or have interest in data science within the Manitoba government and demystify "Data Science" by raising awareness of the realities of data science and how it can be used effectively in the Manitoba government for analytics, data management, information technology and geographical information systems. This supports the government's efforts using technology to improve services, creativity and innovation.

Learning Champions Network

Each department has identified at least one employee, called a Learning Champion, whose role is to answer questions, promote understanding of the Public Service Learning Policy, and support department managers and employees with the processes of developing learning plans and having development conversations. Learning Champions coordinate learning events in their departments and are also the lead for Learn @ Work Week, a celebration of informal learning in departments which falls in September of each year, and assist with events to support informal learning.

There are approximately 21 Learning Champions representing departments across government as of March 31st, 2022.

Les fonctionnaires francophones du Manitoba

Les fonctionnaires francophones du Manitoba supports and contributes to French language service plans stemming from The Francophone Community Enhancement and Support Act. The network rallies public servants who have a special affinity for the French language, champions the active offer concept, and leads the exchange of ideas, knowledge and experiences for the development of the French language in the workplace.

Wellness, Health, Environment and Economy Learning network (WHEEL)

This network builds awareness of the benefits of a low carbon footprint on our environment, health and economy and provides guidance and support to employees aiming to create a cleaner, greener and healthier workplace. WHEEL promotes a holistic understanding of sustainability, demonstrating the positive impact of environmental sustainability on our health, wellness, economy and social justice.

Leadership Development Programs:

Executive Leadership Program (ELP)

York University's Schulich Executive Education Centre (SEEC) was engaged in 2019/20 to deliver an intensive executive leadership development program to Deputy and Assistant Deputy Ministers. The ELP consisted of three two-day workshop modules, an individual Leadership Profile assessment, and opportunities to apply new learning through case studies and personal development action plans. Content focused on strengthening executive-level competencies to drive public sector transformation and strategic alignment.

Senior Leadership Program (SLP)

The Senior Leadership Program (SLP) launched in January 2020 aimed at senior leaders who report to an Assistant Deputy Minister or equivalent. All SLP participants are offered a 360° assessment and can select from a suite of in-class and virtual learning options. The suite of options included five one-day modules, action learning and group coaching in partnership with SEEC, as well as a Certificate in Public Policy Management in partnership with Dalhousie University. Options also included a self-directed online learning resource, Harvard Manage Mentor (HMM), which provided access to 41 leadership topics and individual coaching over a one-year period. Planning is underway to continue leadership programming in 2022/23.

Certificate in Public Sector Management Program

Launched in 2008/09, this 18-month program provides mid-managers and professional staff with an opportunity to build management skills and develop political acumen while acquiring post secondary credentials and transferable credits toward a university degree. Departments select the program participants.

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

The LFS replaced the former Essentials of Supervision (EOS) Certificate Program. The new program draws on elements of the EOS that have proven successful and includes updated curricula and learning methods aligned with the government's transformation goals.

Work Experience Programs:

Volunteers in Public Service Program for Visible Minorities and Immigrants

This program provides visible minorities and immigrants with volunteer public service work experience to sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full-time for six weeks or 15 hours per week over a three-month period.

Project SEARCH – High School Transition Program for Students with Intellectual Disabilities

This initiative was implemented in 2011/12 to provide on-site work experience opportunities for youth with intellectual disabilities to best prepare them to achieve the goal of competitive employment. It is a unique one-year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

This initiative is delivered through a partnership between the Manitoba government, Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

Internship, Equity and Employee Development Statistical Information

Internship, Equity and Employee Development Programs			
Internship Programs			
Leaders in Training Program			
	Total participants in the program ³	Participants hired into government positions	Number of program participants in 2021/22 ⁴
General Stream	26	21	16
Financial Stream	15	9	14
Placement Programs			
Career Gateway Program ⁵	745	540	27
• Placement Stream	430	247	27
• Referral Stream	315	315	0
Work Experience Program			
Volunteers in Public Service Program ⁶	113	47	0
Project SEARCH	109	35 ⁷	22
Employee Development Programs			
Diversity Employee Development Program (DEDP) ⁸	123	N/A	0

³ Represents current number of participants since program inception.

⁴ Includes participants who are both continuing and entered into the program during the fiscal

⁵ 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.

⁶ 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.

⁷ Includes summer employment terms through the Student Temporary Employment Program (STEP).

⁸ Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD), which started in 1996 and 2011, respectively and were redesigned and incorporated into the Diversity Employee Development Program in 2013; program is currently under review and there are no active participants.

Appendix C – Statutory Responsibilities of the Minister responsible for the Public Service

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

- The Public Service Act
- The Civil Service Special Supplementary Severance Benefit Act (1983)
- The Civil Service Superannuation Act
- The Public Interest Disclosure (Whistleblower Protection) Act
- The Public Servants Insurance Act
- The Public Services Sustainability Act

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

Appendix D – 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 type⁹ over the last four years.

Employee Type	2019	2020	2021	2022
Regular, Term, Technical and Departmental	12,512	12,128	11,988	12,248
Casual	309	222	220	242
Contract	18	21	24	24
Total	12,839	12,371	12,232	12,514

These figures include all active regular, term, technical, departmental, casual, and contract employees appointed under The Public Service Act (“the Act”) who work on a full-time or part-time basis.

These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under the Act.

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements.

⁹ See definitions in Appendix H.

Total Number of Public Servant Employees as at March 31st

	Fiscal Year		
	2019/20	2020/21	2021/22
Number of Public Service Employees	12,371	12,332	12,514

By Department for 2021/22

Department	As at March 31st, 2022
Offices of the Legislative Assembly	153
Executive Council	40
Advanced Education, Skills and Immigration	171
Agriculture	324
Economic Development, Investment and Trade	292
Education and Early Childhood Learning	369
Environment, Climate and Parks	442
Families	1958
Finance	529*
Health	507
Indigenous Reconciliation and Northern Relations	65
Justice	3,692
Labour, Consumer Protection and Government Services	1,152*
Mental Health and Community Wellness	546
Municipal Relations	249
Natural Resources and Northern Development	383
Public Service Commission	382
Seniors and Long-term Care	6
Sport, Culture and Heritage	95
Transportation and Infrastructure	1,159
Total	12,514

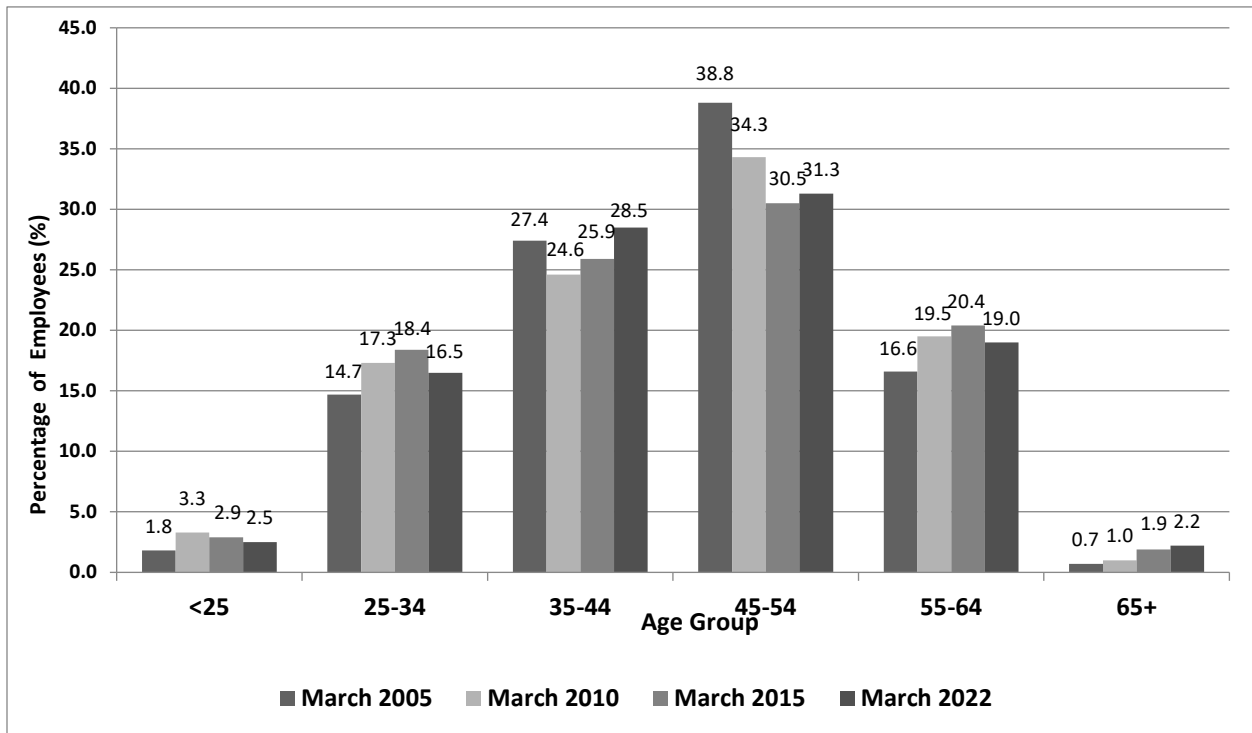
Note: * - counts for **Other Reporting Entities** are included

Age Demographics

As at March 31, 2022, the average age of all public servants was 45.5 years, and that of senior managers was 50.6 years. Recent projections show that 33.9% of public servants¹⁰ will be eligible to retire within five years, increasing to 53.8% within 10 years. At the senior manager² level, 46.9% of employees will be eligible to retire within five years, and 73.9% within 10 years.

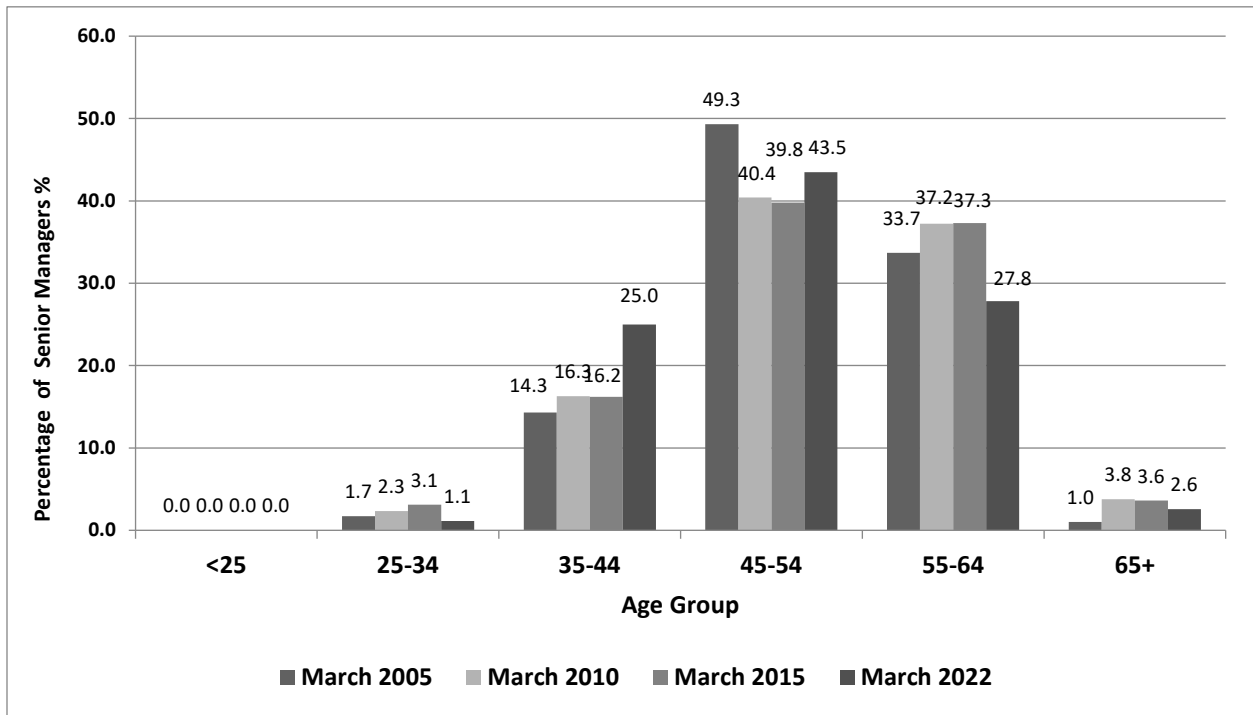
The following chart provides a breakdown of all active employees² by age group as at March 31, 2022 followed by a similar breakdown of senior managers.

All employees



¹⁰ Based on active regular, term, technical and departmental public servants (excludes contract and casual).

Senior managers

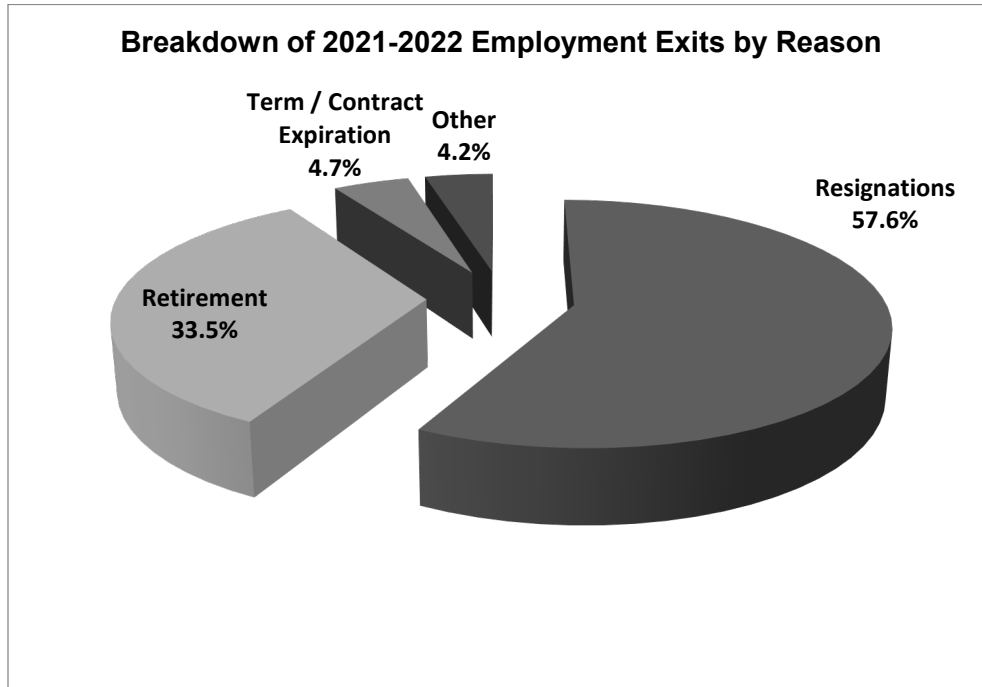


Employee Turnover

The overall turnover rate¹¹ decreased from 8.1% in 2020/21 to 7.9% in 2021/22.

Statistics also indicate that the average age at which public servants retired⁴ during the 2021/22 fiscal year was 60.9 years, which is slightly higher than the average of 60.7 in each of the three prior years.

Over the course of 2021/22, a total of 1,395¹² 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

¹¹ Turnover rate is based on regular employees only

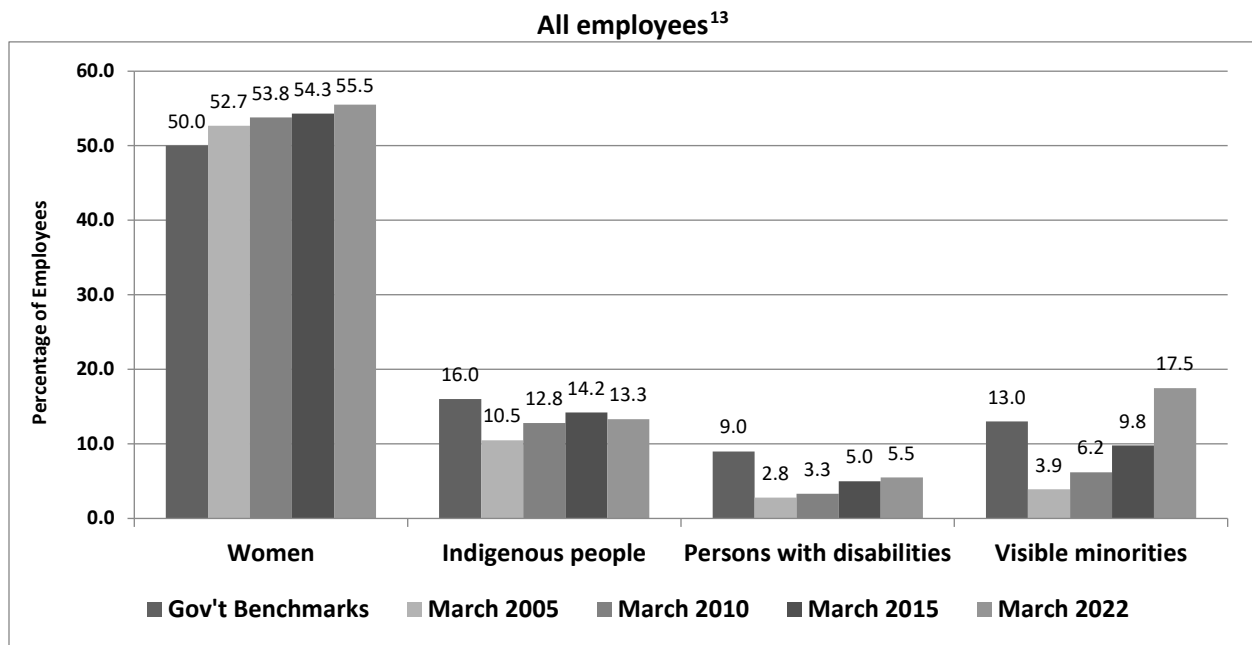
¹² Statistics on employment exits include regular and departmental employees

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

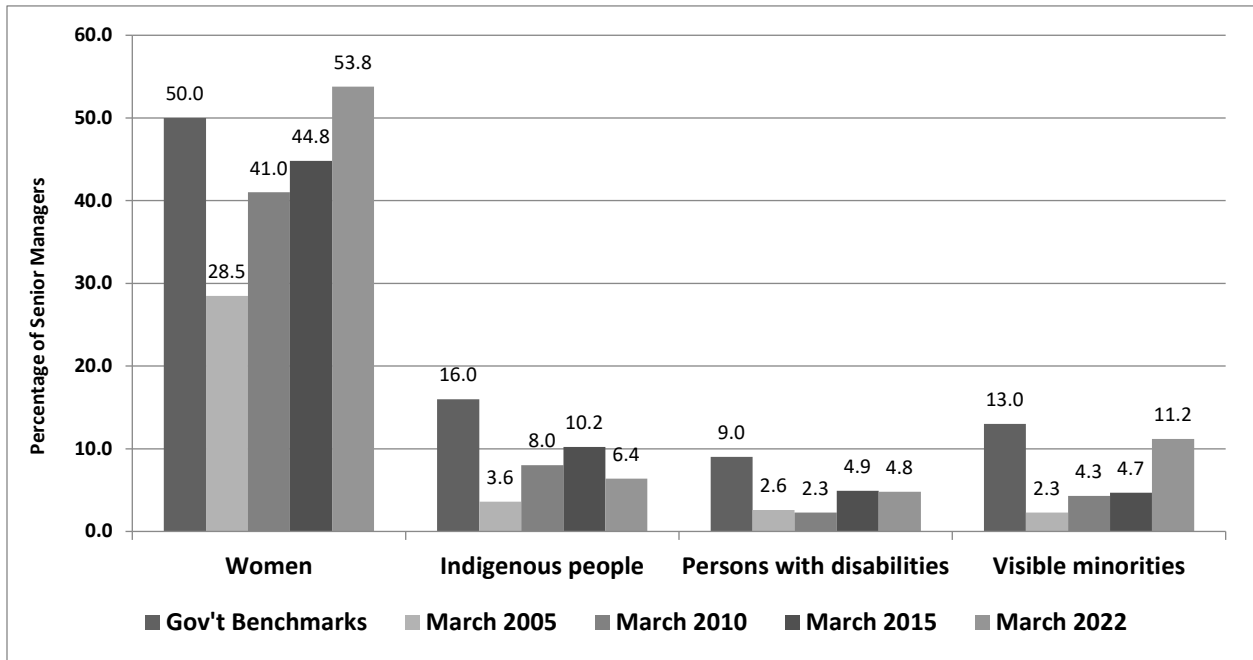
For information on 2021/22 recruitment and development programs supporting diversity and inclusion, see the Internship, Equity and Employee Development Programs in [Appendix B](#). Other activities supporting an inclusive, respectful work environment are noted under the [Key Results Achieved](#) section of the Policy, Programs and Learning Branch.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2022.



¹³ Includes regular, term, technical and departmental positions (active and inactive).

Senior managers¹⁴



¹⁴ Includes regular, term and technical positions (active and inactive).

Appendix E – Competition Statistics

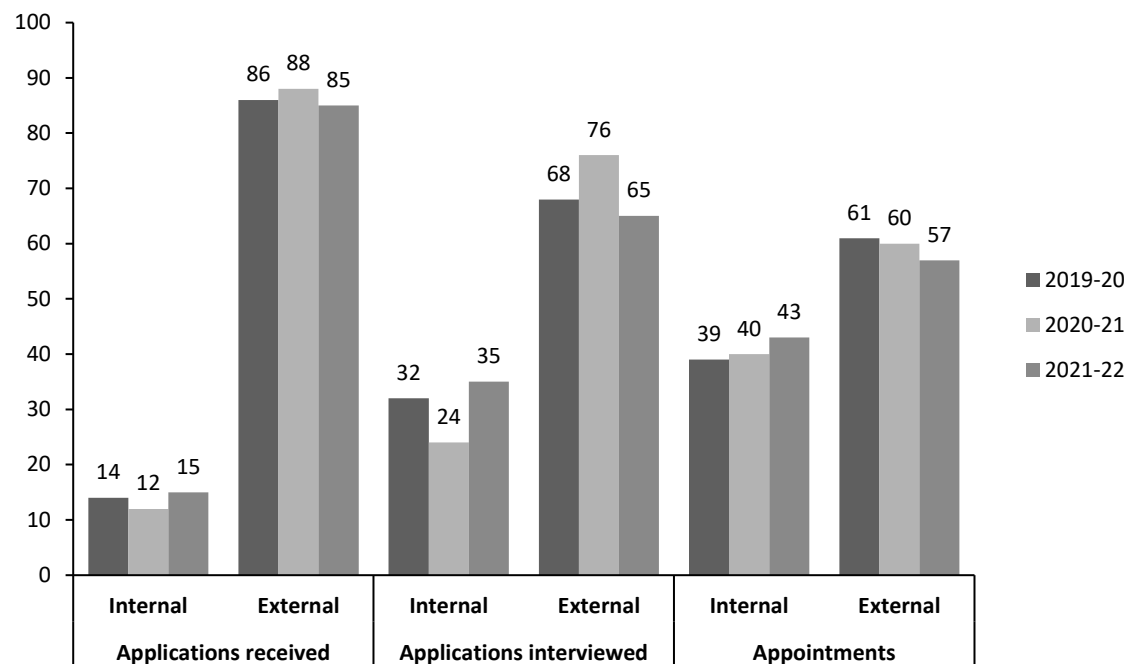
Three-Year Comparative Total

In 2021/22, there were a total of 1,125 competitions for positions within the public service, with a total of 35,055 applications for these positions, or an average of 46 applications per competition.

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

	Fiscal year ending March 31st		
	2019/20	2020/21	2021/22
Competition Totals	757	737	1,128
Applications received:			
Internal	4,152	4,013	6,357
External	25,317	29,927	35,055
Total	29,469	33,940	41,412
Applicants interviewed:			
Internal	1,410	1,435	2,160
External	2,951	4,437	4,022
Total	4,361	5,872	6,182
Appointments:			
Internal	412	473	803
External	648	702	1,045
Total	1,060	1,175	1,848

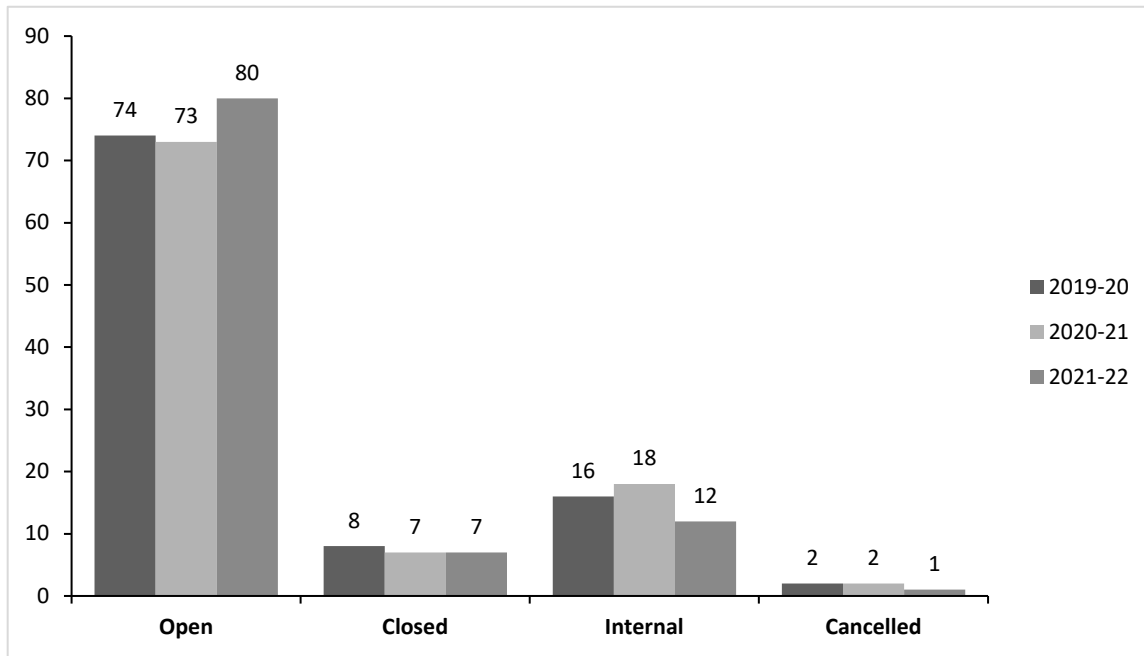
Shown graphically as a percentage of the total:



Competition Breakdown

Competition	Fiscal year ending March 31 st		
	2019/20	2020/21	2021/22
Open to public	561 (74%)	539 (73%)	897 (80%)
Closed (current public servants only)	64 (8%)	53 (7%)	83 (7%)
Internal (department specific employees only)	120 (16%)	130 (18%)	130 (12%)
Cancelled competitions	14 (2%)	18 (2%)	18 (1%)
Total	759	740	1128

Shown graphically as a percentage of the total:



Appendix F – Labour Relations Statistical Information

2021/22 Summary of Collective Agreement Negotiations				
Total Number of Collective Agreements	Negotiations Initiated in 2021/2022	Negotiations Carried from 2020/2021	Agreements Reached in 2021/2022	Negotiations Carried to 2022/2023
14	3	6	2	11

2021/22 Summary of Labour Relations Education		
Number of Trainings 2021/2022	Number of Training Sessions 2021/2022	Number of Attendees 2021/2022
6	14	428

2021/22 Summary of Labour Relations Proceedings			
Proceedings	New cases filed 2021/2022	Cases carried forward from previous years	Cases Closed 2021/2022
Labour Arbitrations	67	136	198
Grievances	131	133	105

2021/22 Summary of Workforce Change Projects		
New Projects 2021/2022	Projects carried forward from previous years	Projects Closed 2021/2022
4	31	20

2021/22 Summary of Classification Requests		
# Requests Received/Evaluated	# Requests Completed within 30 days	Average Completion Time
2107	1277	10 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 – 2021/22 Summary of Respectful Workplace Interventions ¹⁵				
Skills Building		Direct Intervention – Conflict Resolution		
Consultation ¹⁶	84	Group Facilitated Conversation ¹⁷	8	
Coaching ¹⁸	50	Mediation ¹⁹	19	
Presentation ²⁰	28	Workplace Assessment ²¹	2	
Workshop ²²	2			
Total	164 files		29 files	
				193 files

Table 2 – Investigations:

Table 2 - 2021/22 Summary of Investigations ²³					
Allegation Type	Number of investigations	Number of Allegations ²⁴	Number of Respondents ²⁵	Number of Substantiated Allegations ²⁶	Number of Unsubstantiated Allegations
Sexual Harassment	3	3	3	3	0
Disrespectful Behaviour	92	115	107	74	41
Other misconduct ²⁷	104	164	121	113	51
Totals	199	282	231	190	92

¹⁵ 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.

¹⁶ Consultation: Any inquiry, related to respectful workplace matters, seeking guidance and direction from the Respectful Workplace team (Respectful Workplace Advisor (RWA) & Respectful Workplace Consultant (RWC).

¹⁷ Group Facilitated Conversation: A process, including up to 3-6 people at a time, intended to lend team support around interpersonal conflict.

¹⁸ Coaching: Providing strategies or recommendations on the method of delivering respectful workplace information.

¹⁹ Mediation: Formal method to assist with resolving interpersonal conflict through third party facilitated discussions.

²⁰ Presentation: a presentation on policy, policy application and RWC/RWA roles supporting employees.

²¹ 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.

²² 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.

²³ Investigations are conducted formally and involve the establishment of an investigation team with representatives from one or more of the following: Investigation Unit, human resources or management of the department. The counts of investigations completed **do not include** any **investigations in progress** at the end of the fiscal year. Investigations in this summary also do not include investigations covered under The Public Interest Disclosure (Whistleblower Protection) Act.

²⁴ An investigation may involve more than one allegation and may also have overlap in the types of allegations.

²⁵ The counts of respondents investigated do not include any respondents from investigations in progress at the end of the fiscal year.

²⁶ Substantiated allegations may result in outcomes that include a range of disciplinary action, training, education, mediation or a combination of these outcomes.

²⁷ 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

Table 3 – 2021/22 – Summary of Outcomes for Substantiated Allegations related to Sexual Harassment Complaints	
Outcomes	Numbers
Training / Education ²⁸	3
Mediation ²⁹	0
Disciplinary Action ³⁰	0
Totals	3

²⁸ Training/education may be informal or formal and could include, but not be limited to, workshops, policy review, and other related follow-up.
²⁹ Mediation may be informal or formal and could include, but not be limited to, externally or internally facilitated processes.
³⁰ Disciplinary action may include a range of progressive, corrective actions, up to and including dismissal.

Appendix H - Definitions

Term	Definition
Casual employee	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.
Contract employee	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.
Departmental employee	An employee who carries out seasonal work or work of a specified nature.
External	Individuals currently not employed in the public service.
Inactive	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.
Internal	Individuals currently employed in the public service.
Regular employee	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.
Senior managers	Deputy Ministers, Executive Officers, Senior Managers, Senior Officers, Senior Engineering Managers and Senior Legal Officers.
Term employee	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.
Technical employee	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.

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 as well as any changes as a result of the January 18, 2022 government reorganization, allocations from Enabling Appropriations, or 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 (REESI).

Balanced Scorecard – is an integrated strategic planning and performance measurement tool.

Baseline - The current level of performance for all measures.

Cascading – This is the process of developing aligned balanced scorecards throughout an organization. Each level of the organization will develop scorecards, based on the objectives and measures they can influence from the group to whom they report. Cascading allows every employee to demonstrate a contribution to overall organizational objectives.

Consolidation Impacts – The adjustments needed to bring the revenue and expenditure of the Other Reporting Entity (ORE) into the summary budget, and to eliminate transactions between entities to avoid duplication of revenues and expenses (ex: a government grant is counted as an expenditure of core government and is eliminated from the revenue of the ORE).

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

Government Reporting Entity (GRE) – Core government and the prescribed reporting organizations, such as Crown corporations, government agencies, government business entities and public sector organizations such as regional health authorities, school divisions, universities and colleges.

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

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

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

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.

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

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

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

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

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

Perspective – In balanced scorecard language, perspective refers to a category of performance objectives (the highest category of measures that sub-measures or key performance indicators tie into). The standard four perspectives are (Financial, Client, Internal Process, and Employee Learning and Growth).

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

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

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

Target – The target presents the desired result of a performance measure. A target provides the 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 expenditure authority between operating appropriations within a department

Vision – A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. Effective visions provide a word picture of what the organization intends to ultimately become — which may be 5, 10, or 15 years in the future. This statement should contain as concrete a picture of the desired state as possible, and also 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.