



**Civil Service
Commission**

Minister's Briefing

2021 Premier Transition

November 2021

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MANITOBA AT A GLANCE

DEMOGRAPHICS



Population 1,383,765
(as at July 2021) – 5th highest in Canada



49.7%

Male



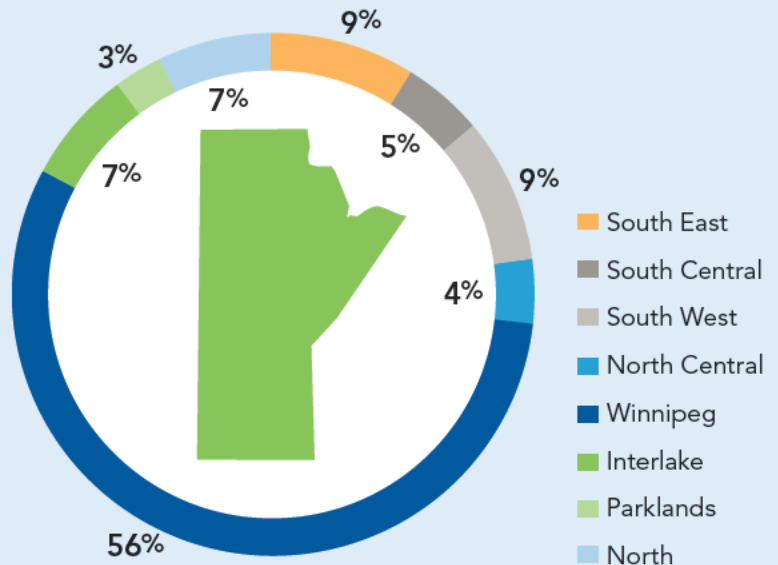
50.3%

Female

Median Age 37.8 years

Manitoba is the **youngest province**; third youngest including the territories. The **Indigenous population is 29.3 years on average**, approximately 8.5 years younger than the provincial median age.

Population by Economic Region



KEY ECONOMIC MEASURES



Real GDP is projected to grow

4.9% in 2021, fully offsetting the worst economic downturn in Manitoba's history

Real GDP at market prices - \$64,454 million



Debt-to-GDP

37.7%

A ratio below 40 percent is desirable.



Manitoba has the 5th lowest greenhouse gas emissions out of 10 provinces

LABOUR FORCE



Unemployment Rate

5.6%

(lowest in Canada)

Youth unemployment 9.9%



Participation Rate

66.6%

(3rd best out of provinces)

MANITOBA AT A GLANCE *cont.*

HOUSEHOLD FINANCES

Median Income

\$68,147

(5th among the provinces - 2015)

Consumer Price Index

+4.7% from 2020

Shelter Cost

+7.3% from 2020

(2nd highest increase in Canada)



Average Weekly Earnings

\$1,023.26

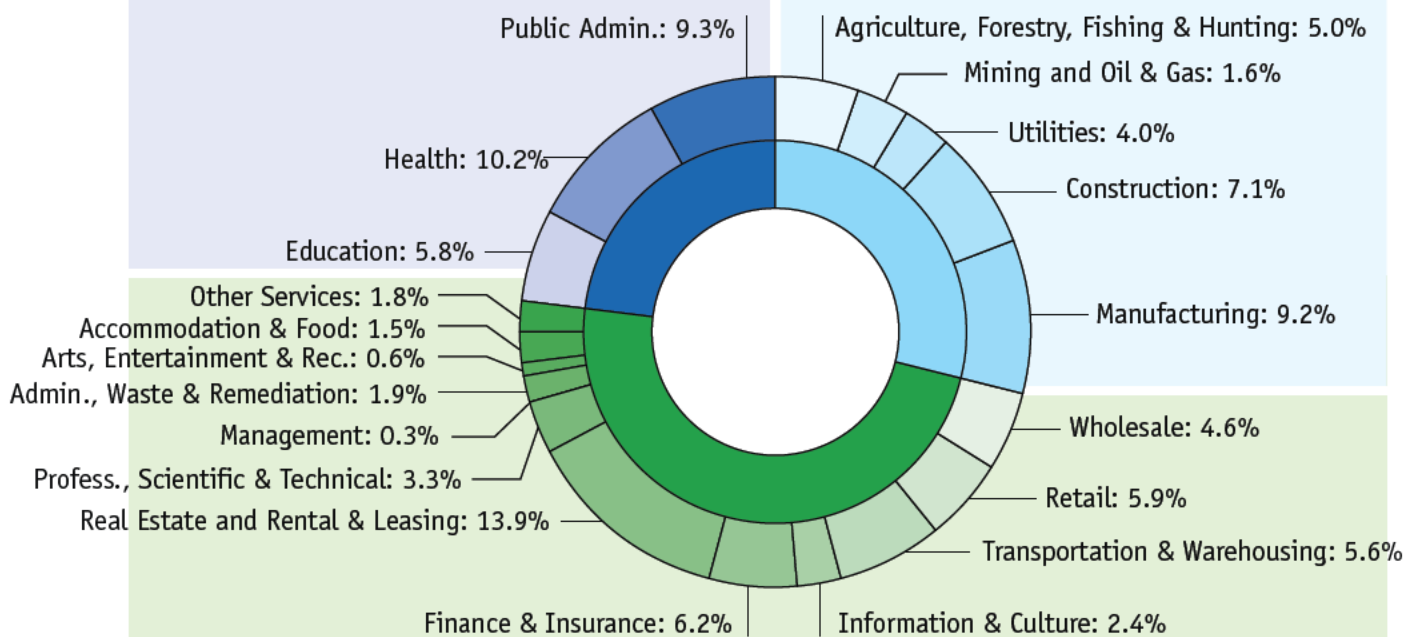
(7th in Canada)

LEADING SECTORS

Manitoba's Economic Diversity

Public Services: **25%**

Goods-Producing: **27%**



Private Services: **48%**

STATE OF MANITOBA - PANDEMIC IMPACTS

THE ECONOMY IS REBOUNDING, but there are major areas of concern – mental health and addictions, housing, youth learning loss, increasing labour slack, a significant backlog of medical treatments, and more.

Manitoba may be close to a return to pre-pandemic metrics on growth and jobs, but still far behind pre-pandemic projections for 2022 – the province is facing a “growth gap”.

Vulnerable Manitobans have, in many ways, fallen further behind. This has increased the existing gap in wellbeing for many demographics.

HEALTH

- Based on self-reported data gathered during the second wave, **40% of Manitoba respondents indicated their mental health deteriorated since the onset of the pandemic.** There is increasing evidence of a mental health “echo pandemic”.
- 23(1)(a) [REDACTED]
- Median wait times at Winnipeg emergency departments and urgent care centres are the highest in at least the past seven years.

EDUCATION

- 23(1)(a) [REDACTED]
- Manitoba consistently ranks among the bottom of provinces and OECD countries in reading, math, and science scores. 23(1)(a) [REDACTED]

COMMUNITY

- African, Filipino, Latin American, Indigenous and South Asian communities in Manitoba were disproportionately impacted by COVID-19, with both more cases of, and deaths from, the disease.
- Immigration numbers plummeted in 2020 as the world locked down. **Manitoba welcomed 8,628 immigrants, a decrease of 54 percent from 2019.** Low immigration causes strain on the labour market, tax base, post-secondary sector, and economy as a whole.
- A recent Winnipeg survey found 424 people experiencing absolute homelessness (not using shelters) – an 84% increase since 2018.
- Manitoba’s Crime Severity Index (CSI) score indicates a decrease in both violent and non-violent crimes by 11 percent and 10 percent respectively through the pandemic, a greater decrease than the national average. Across Canada, the CSI decreased by 8 percent in 2020 compared to 2019.

HOUSEHOLD INCOME

- In 2020, Manitoba household net savings was roughly \$6 billion. 23(1)(a) [REDACTED]
- 23(1)(a) [REDACTED]
- Manitoba has **the second-highest low-income persistence rate out of all provinces,** and a higher low-income immobility rate than the Canadian average.



PANDEMIC IMPACTS *cont.*

ECONOMY AND BUSINESS

- Across the board, key macroeconomic indicators in Manitoba are trending upwards in 2021, providing **early evidence of a strong recovery**.
- **The number of active businesses recovered** by May 2021, exceeding the pre-pandemic count in February 2020 by 130 businesses. The number has since fallen 0.3 percent and remains down 21 businesses compared to the pre-pandemic level.
- **Small businesses represent 98 percent of employers in Manitoba.** The majority (if not all) of the volatility in active business numbers can be attributed to small businesses.

GOVERNMENT

- The pandemic required significant unplanned spending, resulting in an actual deficit of \$2.1 billion in 2020/21, compared to the budgeted a deficit of \$220 million. **The First Quarter Report in 2021/22 forecasts a \$1.6 billion deficit for this year.**
- Own-source revenues fell by over \$1.1 billion.
- Government is required to balance the budget by 2028/29 under the Balanced Budget Legislation.

LABOUR

23(1)(a)

- Labour slack: **over 89,651 Manitobans are looking for work or want to work more than they currently do.** While Manitoba's unemployment rate has returned to 5.6% (up 0.5 points from Feb 2020), labour slack has returned to 12.8% (up 1.4 points from Feb 2020).
- **Transportation & Warehousing is experiencing the highest job vacancy rate** in Manitoba at 6.4%. In contrast: nationally, the Accommodation & Food and Arts, Entertainment & Recreation sectors are experiencing considerably higher job vacancy rates at 9.0% and 8.4%.

23(1)(a)

STATE OF MANITOBA – MANITOBA 2050

PLANNING FOR MANITOBA 2050 requires responding to the province's immediate needs while anticipating the demands of the future.

The medium- to long-term outlook for Manitoba is informed by factors that are reasonably certain, such as the growth and aging of the population, as well as more enigmatic factors such as climate change. At the same time, the COVID-19 pandemic is a reminder that disruptors of unknown scope and scale can occur at any time.

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POPULATION

- By 2050, **Manitoba's population could grow to between 1.7 million and 2 million residents**, compared to 1.3 million in 2021.
- In ten years, **21% of Manitoba's population will be First Nations or Métis.**
- **Despite the overall young age of the province, the fastest growing age group is seniors.** Projections show that, over time, the number of seniors will increase from 27 to 34 for every 100 workers, increasing demand for public services while reducing the tax base.
- **Immigrant attraction and retention will be crucial** to offsetting population loss to other provinces and a stagnant birth rate. **Manitoba's 5-year retention rate for the 2018 tax-year was 75%, ranking fifth nationally and below Canada's rate of 87%.**

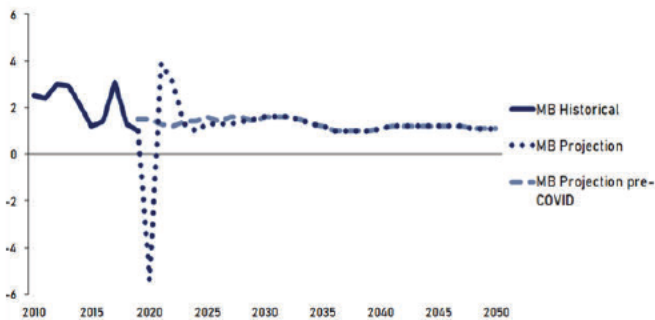


MANITOBA 2050 *cont.*

ECONOMIC OUTLOOK

- The pandemic is not anticipated to have persisting impacts on Manitoba's economy in the longer term.

Real Economic Growth (%), Manitoba, Past & Projected



Data Source: Stokes Economics

- Over the next three decades, **Canada's economy is projected to slightly outperform Manitoba's economy.**
- **Manitoba is the only province with more potential labour market entrants than potential retirees** and Manitoba will likely continue to have an **unemployment rate between 5 and 6%**, which is currently consistently among the lowest in Canada.
- The sectors with the greatest growth projections are, **transportation and warehousing, other services** (e.g. maintenance and repairs, personal and pet care, funerals, religious activities, and advocacy) and **health and social services sectors.**

CLIMATE CHANGE

- The **largest contributors to provincial emissions are transportation, agriculture, and stationary combustion.**
- **The Prairies, and Western Canada generally, have had the strongest warming to-date across southern Canada, especially in winter.**

23(1)(a)



23(1)(a)

GOVERNMENT



- An aging population **will increase demand for services**, particularly in healthcare.
- Provincial government expenditures are projected to outpace revenue under current conditions.

23(1)(a)

MANITOBA 2050 *cont.*

AN INDIGENOUS DRIVEN FUTURE

- **Manitoba has a high Indigenous population compared to other provinces**, and Winnipeg has more Indigenous residents per capita (11.1%) than any other major Canadian city.
- **First Nations communities in Manitoba have the lowest average Community Well-Being scores in Canada**, at 49.3 points. The score for non-Indigenous communities in Manitoba is 78 points.
- In 2016, **Indigenous people spent \$9.3 billion in Manitoba**. The bulk of that spending was by Indigenous businesses and created over 35,700 jobs, contributed \$2.3 billion to Manitoba's GDP and **\$231 million in taxes to federal and provincial governments**.
- Closing the significant opportunity gaps between Indigenous and non-Indigenous Canadians which, if addressed, would **boost Manitoba's economy by nearly \$3 billion annually**.
- The Indigenous population in Canada is young and growing. Since 2006, the Indigenous population across the country has grown at more than four times the rate of the non-Indigenous population.

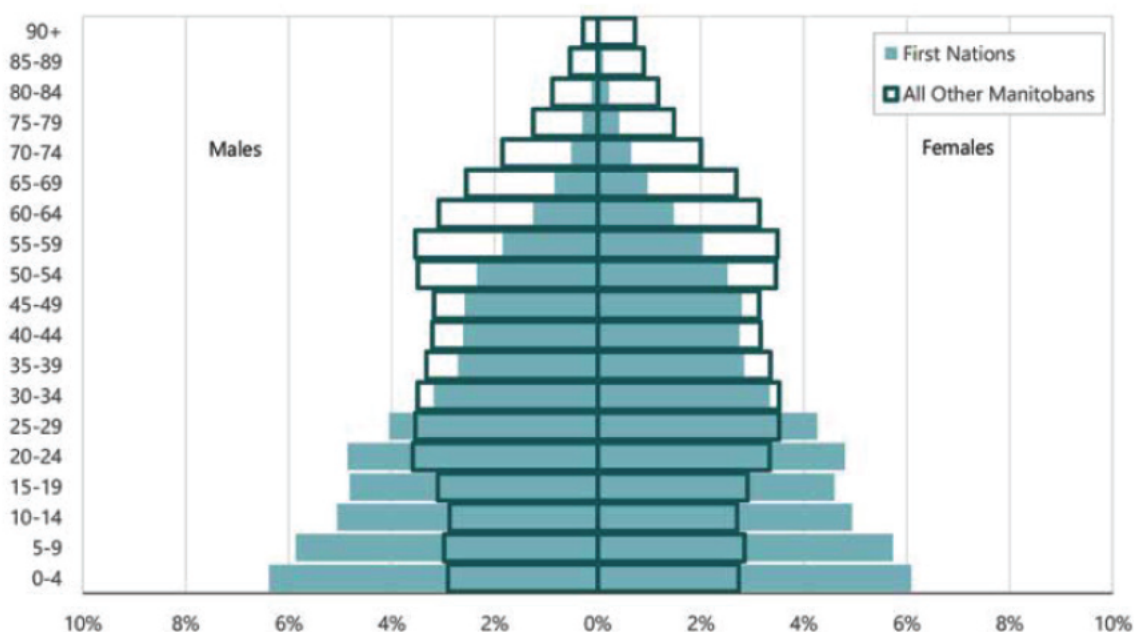


Age and Sex Distribution for Manitoba

Age Profile of Manitoba, 2016

First Nations: 141,965

All Other Manitobans: 1,209,214



Source: Manitoba Centre for Health Policy, Autumn 2019

II. Machinery of Government Summary

Machinery of Government

This section focuses on the existing structure, machinery and procedure of government.

Premier's Office

Partisan political staff occupy 'technical' (non-civil service) positions in the Premier's Office and provide policy advice and support. Key staff and functional areas of support typically include the Principal Secretary, Chief of Staff, Communications and Stakeholder Relations, and the Premier's Secretariat.

Executive Council

The Executive Council is the central, senior executive authority in government. It is the Premier's Ministry – 'department of the Premier'. Its mission is to support the Premier and Cabinet in fulfilling their commitments and undertakings. Within Executive Council, members from the public service work in tandem with the Premier's Office to support the Premier and Cabinet and the achievement of the government's priorities.

Office of the Clerk of the Executive Council

Composed exclusively of public servants, the Office of the Clerk is responsible for supporting the work of the Clerk and of Cabinet. The Executive Council Office is comprised of three primary division: Cabinet Operations and Planning Division, Policy and Research Division, and the Communications and Engagement Division. The Cabinet Operations and Planning Division supports the Clerk on the planning and delivery of government's agenda as Cabinet Secretary. The Policy and Research Division advances strategic, long-term policy work across departments in alignment with overarching government priorities and whole-of-government thinking. Lastly, the Communications and Engagement Division is in the ECO and serves the whole-of-government in communicating to and from Manitobans.

Ministerial Office Staff

Administrative staff in Ministerial offices (e.g., Correspondence Secretaries, Assistants to Ministers, Appointment Secretaries) are public servants. Their experience and knowledge are critical to the effective operation of Minister Offices and departments. On a day-to-day basis, they function within the parameters set by ministers and their staff.

Cabinet

Cabinet is a forum for Ministerial consultation and coordination. It is the highest decision-making body in government. It offers the premier and Ministers the opportunity to meet with colleagues to make proposals, outline interests or concerns, and collectively contribute to the decision-

making of government. Fundamental Cabinet principles are confidentiality, consensus, and solidarity.

Cabinet Committees

Priorities and Planning (P&P)

Mandate: Advises on policy direction and priorities to Cabinet and oversees the implementation of government's priorities.

Treasury Board (TB)

Mandate: Treasury Board's role is to make resource allocation decisions within the context of Cabinet's direction. In fulfilling this objective, Treasury Board provides a forum for the specific review of the financial and human resources required to fulfill departmental proposals. Generally, even policy issues requiring Cabinet review would be considered first by Treasury Board from a resource requirement perspective prior to referral to Cabinet.

Regulatory Accountability Committee (RAC)

Mandate: RAC was established by legislation to oversee and promote regulatory accountability and red tape reduction across government. Its mandate has expanded to include review of all legislative proposals. RAC is mandated to oversee the modernization of regulatory development practices within government. This is accomplished by promoting alternatives to regulation and current best practices with departments and government agencies, encouraging simple, high quality, efficient regulatory requirements. The goal of these efforts is to reduce the administrative burden on external stakeholders associated with regulatory requirements and to reduce internal costs for government.

All Aboard (Poverty Reduction)

Mandate: Responsible for advising on poverty-related policies, programs and services. Provides advice on the poverty reduction strategy, monitors implementation, and facilitates community involvement in strategy development.

Public Sector Compensation Committee (PSCC)

Mandate: Review and consider public sector management and labour relations issues and resulting strategic options in a fiscally responsible and sustainable manner. Review and direct specific public sector compensation mandates for bargaining purposes, ensuring necessary oversight and consistency. Align direction with broader fiscal challenges and imperatives, ensuring that mandates reflect government's ability to pay. Ensure mandates reflect Manitoba's relative economic position within Canada. Ensure overall direction balances and supports government's priorities as to service delivery, through retention and recruitment of qualified and competent employees.

Economic Growth Committee of Cabinet (EGCC)

Mandate: Oversee a whole-of-government approach to growing the provincial economy and to deliver on the Economic Growth Action Plan's key outcomes. Mandate is to ensure that the government's approach towards economic development is comprehensive and strategically aligned across provincial departments and agencies.

Gender Based Violence Committee of Cabinet (GBVCC)

Mandate: Integrate services and takes a whole of government approach to co-ordinate policies, legislation and initiatives on pervasive issues such as domestic and sexual violence and harassment.

Central Agencies, Departments, and Supporting Bodies

Treasury Board Secretariat

Situated within Manitoba Finance, the Treasury Board Secretariat provides financial and analytical support and advice to the Chair of Treasury Board (normally the Minister of Finance) and to Treasury Board in fulfilling expenditure management responsibilities.

The Department of Finance

The department is responsible for managing the province's fiscal and financial resources, allocating funds to other governmental departments, labour relations and employment standards, consumer protection, business services and promoting an open government and engaged Manitobans.

The Regulatory Accountability Secretariat

Currently located within the responsibility of Legislative and Public Affairs, the Regulatory Accountability Secretariat (RAS) provides analytical and operational support to the Regulatory Accountability Committee of Cabinet. The RAS also acts as the provincial government's representative on pan-Canadian forums to remove trade barriers that impede the free flow of labour, capital and goods and services amongst provinces.

Civil Service Commission

The Civil Service Commission (CSC) provides human resource services and management for the Manitoba government consistent with the provisions of The Civil Service Act. This organization reflects the consolidation of responsibility for the human resource function from departments to the CSC which occurred in 2010.

Intergovernmental and International Affairs

Intergovernmental Affairs provides strategic advice, analysis, and support to the Premier of Manitoba on matters of intergovernmental and international significance to Manitoba. This includes matters concerning Manitoba's relationships with the federal government,

other provincial and territorial governments, as well as on Manitoba's international relations, activities, and interests, including trade agreements.

Central Services

The Department of Central Services was established in 2019 to focus on modernization of government services including procurement, Information Technology (IT), and capital management with the mandate to be the service delivery organization for government.

Legal Services Branch

The Legal Services Branch, situated within the Department of Justice, functions as the law firm to the provincial government. It provides legal services to all government departments, agencies, boards, commissions, committees and government corporations that do not have their own legal counsel. The role of the Legal Services Branch flows from the constitutional and statutory responsibilities of the Attorney General as the chief legal advisor to government and the guardian of the public interest.

Legislative Counsel

Legislative Counsel, situated in the Department of Justice, prepares all Manitoba bills, acts and regulations in English and French as well as consolidations of current acts and regulations. The office also provides advice and assistance as the Law Officer of the Legislative Assembly in the manner contemplated by the Rules of the Assembly. Publishes acts and regulations on the Manitoba Laws website, and provides French translation services to the Legislative Assembly.

Protocol Office

The Manitoba protocol office facilitates official visits to Manitoba; acts as Manitoba's principal point of contact for the numerous countries that comprise Winnipeg's Consular Corps; serves as the secretariat to the Order of Manitoba Advisory Council; provides event and travel support for the Premier's (or Deputy Premier's) office; provides logistical support for Cabinet Shuffles and ceremonial aspects of the Cabinet Swearing in event; and organizes ceremonial aspects of the Speech from the Throne Ceremony, among other responsibilities. Formally with Intergovernmental Affairs, it is now situated in the Office of the Minister of Legislative and Public Affairs.

Existing Departments

1. Advanced Education, Skills and Immigration (AESI)
2. Agriculture and Resource Development (ARD)
3. Central Services (CEN)
4. Civil Service Commission (CSC)
5. Conservation and Climate (C&C)
6. Crown Services (CS)
7. Economic Development and Jobs (EDJ)

8. Education (ED)
9. Families (FAM)
10. Finance (FIN)
11. Health and Seniors Care (HSAL)
12. Indigenous Reconciliation and Northern Relations (IRNR)
13. Intergovernmental Affairs (IGA)
14. Justice (JUS)
15. Legislative and Public Affairs (LPA)
16. Manitoba Infrastructure (MI)
17. Mental Health, Wellness and Recovery (MHWR)
18. Municipal Relations (MR)
19. Sport, Culture and Heritage (SCH)

Secretariats and Special Offices

1. Accessibility Compliance Secretariat
2. Francophone Affairs Secretariat
3. Manitoba Status of Women Secretariat (MSW)
4. Multiculturalism Secretariat
5. Climate and Green Plan Implementation Office
6. Social Innovation Office

Deputy Ministers

The highest ranking public servants, namely the Deputy Ministers and the Clerk of the Executive Council, are appointed by Order in Council. Deputy Ministers are appointed on advice of the Clerk of the Executive Council. The Deputy Minister is the principal source of support for a Minister in fulfilling his or her collective and individual responsibilities and respecting his or her accountability to the Legislature.

Machinery of Government and Procedural Matters

Cabinet Committees – Protocols and Procedures

Traditionally, Cabinet has met in the Executive Council Chamber (Room 208) on Wednesdays, weekly when the House is sitting and less often when it is not, with attendance restricted to Cabinet members, a small number of Executive Council Office and Premier's Office staff, none of whom participate in discussions unless specifically requested to do so.

Discussions at Cabinet are open and confidential, with Ministers bringing to the table proposals within their area of responsibility. Decisions are made by consensus and reflected in Cabinet "minutes", distributed to Ministers and departments by the Clerk of the Executive Council.

Setting Priorities

Mandate Letters: Since 2016 in Manitoba, the assignment of responsibilities to Ministers has been formalized through the issuance of a mandate letter from the Premier to the Minister. This confirms the responsibilities assigned to each minister, policy goals, performance expectations, and commitments. The letters are published on the government's external website. Traditionally, these have been drawn from the party's electoral platform.

Officers of the Legislative Assembly

Officers of the Legislative Assembly (OLAs) are responsible for upholding and promoting the fundamental principles of democracy, fairness, transparency and sound governance. Each OLA is assigned a specific mandate through statute to oversee that these principles are respected in the operations of executive government.

There are currently six OLAs in Manitoba, two of which (Conflict of Interest Commissioner and Information and Privacy Adjudicator) are combined operationally:

1. Auditor General
2. Chief Electoral Officer
3. Children's Advocate
4. Conflict of Interest Commissioner
5. Information and Privacy Adjudicator
6. Ombudsman

III. Department Organization

A. Department Responsibilities and Mandate

The Civil Service Commission is responsible for leading effective human resource and labour relations management in government and representing the public interest in the administration of The Civil Service Act and regulations. In carrying out its responsibilities, the commission ensures that the recruitment and selection of civil servants is based on merit, equity and fairness and that the candidates selected meet the government's requirements for service delivery.

The commission provides strategic human resource advice and direct human resource services to all Manitoba government departments. The commission 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.

Vision

Public Service Excellence

Mission

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

The CSC will achieve its mission through modeling and promoting the following values: respect for others, integrity, accountability, skill and dedication, service, collaboration, innovation, and sustainability.

Goals

The legislation, policies, programs and services for the CSC are dedicated to:

- the continued attraction, engagement and productivity of a valued public service
- the enhancement of a workplace that is ethical, diverse, inclusive and respectful
- strengthening of strategic human resource management

Statutory Responsibilities

The Civil Service Commission is established under The Civil Service Act, which provides the legal framework for administering human resources within the public service. While currently in effect, The Civil Service Act is slated to be replaced by The Public Service Act (Bill 3) in the winter 2021/22. The commission is responsible for the administration of the following acts of the Consolidated Statutes of Manitoba:

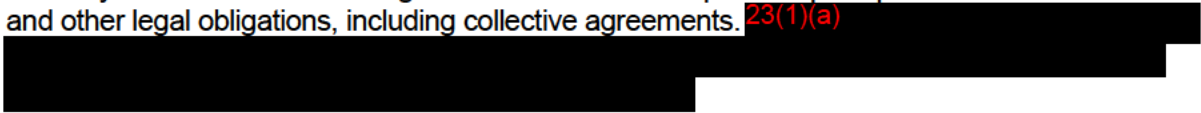
- The Civil Service Act
- The Civil Service Special Supplementary Severance Benefit Act (1983)
- The Civil Service Superannuation Act
- The Public Interest Disclosure (Whistleblower Protection) Act
- The Public Servants Insurance Act
- The Public Services Sustainability Act

(Note: This Act is not yet in force. It is to come into force on a date to be fixed by proclamation)

The CSC includes 303 employees as at March 31, 2021, and a budget of \$26.1M for fiscal year 2020/21.

The CSC is led by Charlene Paquin, Civil Service Commissioner and Associate Clerk of the Executive Council for Public Service Transformation, who is appointed by Order in Council and reports to the Minister responsible for the Civil Service and the Clerk of the Executive Council. The Commissioner is also a member of the Civil Service Commission Board (the board).

The board is responsible for applying and carrying out The Civil Service Act and regulations and delegates the statutory authority to make staffing decisions and appointments. The purpose of this authority is to ensure that staffing actions undertaken respect the principles of The Civil Service Act and other legal obligations, including collective agreements. ^{23(1)(a)}

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B. Organizational Structure

To achieve its mandate, the CSC consists of five core operational areas:

Executive Support

Executive Support provides management direction and coordination for Civil Service Commission programs, advises government on internal human resource issues, and provides advisory, consulting and administrative services to the Civil Service Commission Board.

Policy, Programs and Learning Branch

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, including internship, equity and employee development programs that enable government to recruit and develop employees and future leaders, and enable employees to maximize their potential and become more effective and innovative in their work.

The branch is responsible for data analysis and statistical reporting functions that support the development and implementation of strategic human resource policies, programs and services, including workforce planning and renewal, and employee engagement.

Human Resource Operations Division

Human Resource Operations is divided into six service centres that provide a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans, including:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee training and development
- support services for the management of employee illness or injury

The Coordination and Innovation Branch is responsible for the coordination of strategic operational human resource advice and responses that support the service centres; the development and implementation of operational policies and procedures; and, leading divisional projects and initiatives aimed at fostering innovation and continuous improvement.

Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) provides voluntary, confidential, short-term counselling services to Manitoba government employees, eligible family members and 18 other public service organizations under fee-for-service contracts. The purpose of the program is to help employees and their families with problems that have an impact on their home and work life. The program also supports the development of resources, workplace strategies and policy pertaining to human behaviour in the workplace.

Labour Relations Division

The Labour Relations Division provides a complete range of labour relations and total compensation services, within and outside the public service. Services are provided in support of the Civil Service Commission, Treasury Board, government negotiators, human resource practitioners, department management and external public sector organizations.

The Labour Relations Division is composed of two branches: the Compensation Services Branch and the Negotiation Services Branch.

Compensation Services is responsible for developing policy and plan design for compensation and benefits, and for negotiating and administering the provision of benefits through service providers on behalf of core government (public service) and other public sector organizations. This includes providing public sector compensation co-ordination, research and consultative services, central administrative and negotiation services for government-wide benefits and insurance programs, and advice and guidance to government on emerging compensation issues.

Negotiation Services provides strategic labour relations advice and expertise to both core government (public service) and other entities including select crown corporations and government agencies and commissions. This includes interpretation of current collective agreement language, contract administration, proposal writing, lead negotiation services, research and analytical services, and costing. The branch also conducts training sessions for human resource staff and management on labour relations topics, supports human resource staff and department leaders when planning workplace changes, and represents the employer in grievance handling and other tribunals and labour arbitration proceedings. A new centralized investigation unit, was established and is responsible for intake, coordination, and standardization of procedures for employee investigations.

Central Finance (Shared Service Delivery Model)

As a result of a shared service delivery model the Assistant Deputy Minister, Central Finance indirectly reports to the Civil Service Commissioner. Shared service support is provided to the Civil Service Commission (CSC) from two branches:

The Comptroller's Division, Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to the CSC, Finance, Crown Services, Central Services,

Legislative and Public Affairs and Executive Council.

The Corporate Services Division, Information Communication Technology (ICT) Shared Services provides guidance and management of ICT investments for CSC and Finance.

Governance Structure

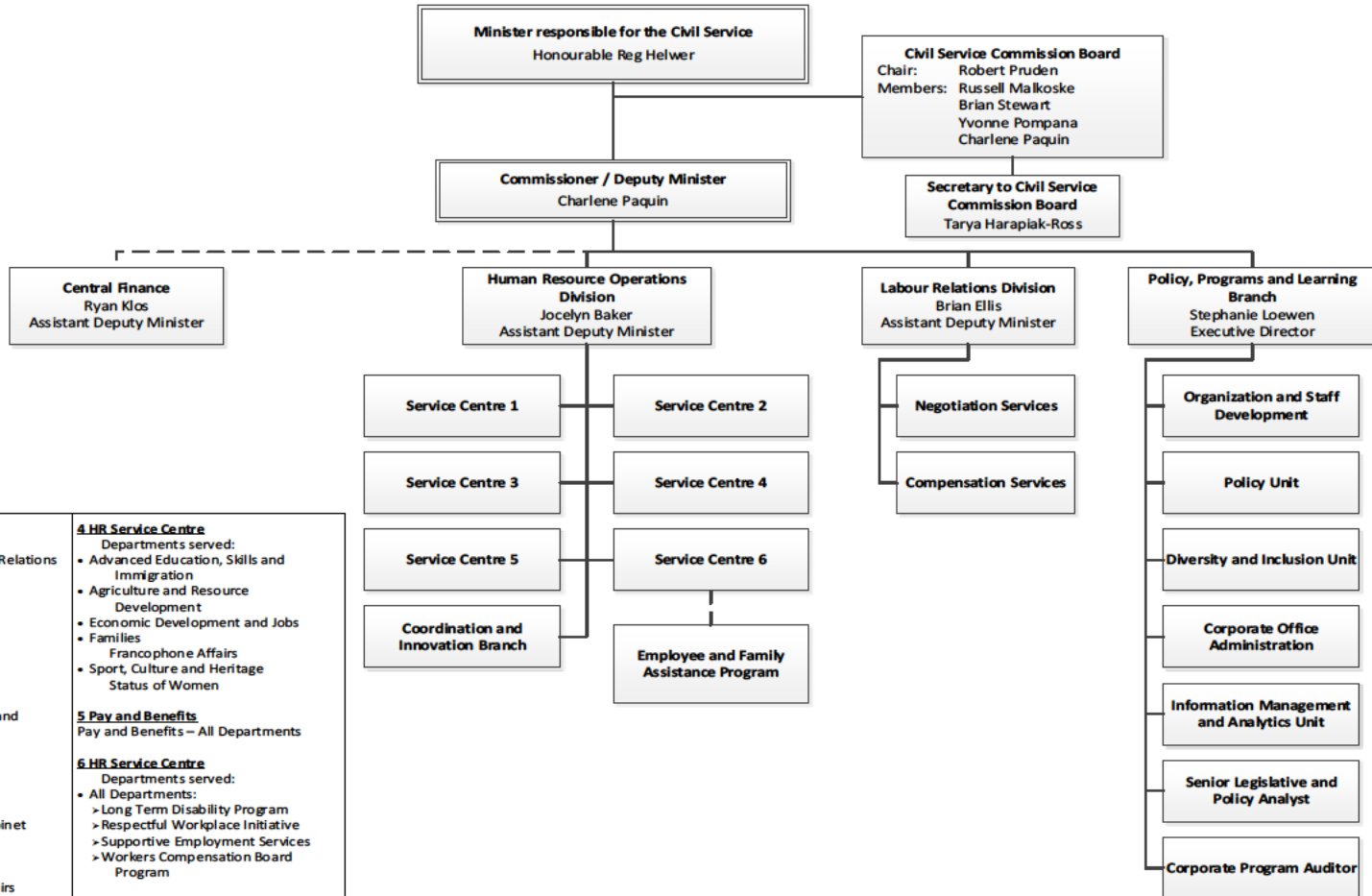
The Integrated Policy Committee (IPC) on Public Service Transformation, led by the Civil Service Commissioner and Associate Clerk of the Executive Council, was recently established. Consisting of Deputy Ministers and reporting to the Clerk of the Executive Council and Cabinet Secretary, the IPC on Public Service Transformation's mandate is to ensure an integrated and whole-of-government approach is taken to policy development, issue resolution and decision-making as it relates to transforming the culture in the public service. This includes areas such as innovation, collaboration, mental health and wellness, diversity and inclusion.

The Executive Management Committee of the Civil Service Commission consists of the:

- Civil Service Commissioner and Associate Clerk of the Executive Council
- Assistant Deputy Minister, Labour Relations Division
- Assistant Deputy Minister, Human Resource Operations Division
- Executive Director, Policy, Programs and Learning Branch
- Secretary to the Civil Service Commission Board
- Assistant Deputy Minister, Central Finance

C. Organizational Chart and Senior Leadership

Civil Service Commission Organization Chart as at August 31, 2021



<p>1 HR Service Centre Departments served:</p> <ul style="list-style-type: none"> Indigenous and Northern Relations Justice 	<p>4 HR Service Centre Departments served:</p> <ul style="list-style-type: none"> Advanced Education, Skills and Immigration Agriculture and Resource Development Economic Development and Jobs Families Francophone Affairs Sport, Culture and Heritage Status of Women
<p>2 HR Service Centre Departments served:</p> <ul style="list-style-type: none"> Conservation and Climate Crown Services Education Health and Seniors Care Intergovernmental Affairs Mental Health, Wellness and Recovery Municipal Relations 	<p>5 Pay and Benefits Pay and Benefits – All Departments</p>
<p>3 HR Service Centre Departments served:</p> <ul style="list-style-type: none"> Central Services Executive Council and Cabinet Secretary Finance Infrastructure Legislative and Public Affairs Priorities and Planning Treasury Board 	<p>6 HR Service Centre Departments served:</p> <ul style="list-style-type: none"> All Departments: <ul style="list-style-type: none"> Long Term Disability Program Respectful Workplace Initiative Supportive Employment Services Workers Compensation Board Program <p>Coordination and Innovation Branch Department served:</p> <ul style="list-style-type: none"> Civil Service Commission

Charlene Paquin, Civil Service Commissioner and Associate Clerk of the Executive Council



17(1)(2)(e)

17(1)(2)(e)

[Redacted]


[Redacted]

Brian Ellis, Assistant Deputy Minister, Labour Relations Division

17(1)(2)(e)


Jocelyn Baker, Assistant Deputy Minister, Human Resource Operations Division

17(1)(2)(e)




Stephanie Loewen, Executive Director, Policy, Programs and Learning Branch

17(1)(2)(e)




Tarya Harapiak-Ross, Secretary to the Civil Service Commission Board

17(1)(2)(e)



Ryan Klos, Assistant Deputy Minister, Central Finance Division

17(1)(2)(e)



IV. Strategic Overview

A. Urgent and Pending Issues

1. Issue Title: COVID-19 WORKPLACE SUPPORTS AND RESOURCES

Timeline for Action: Ongoing throughout the pandemic

High Level Summary:

The COVID-19 pandemic continues to have unprecedented impacts on Manitoba's public service, requiring the rapid implementation of pandemic precautions, protocols and new ways of conducting business to ensure the continued health and safety of public servants and clients. The pandemic has also created a unique opportunity to leverage lessons learned from government's COVID-19 response, and create a citizen-centred public service model that meets the evolving needs of Manitobans in new and emerging ways.

Current Status:


The CSC continues to support pandemic related efforts impacting the workforce through a number of employee-focused initiatives:

- Updating existing guidance and resources provided to public servants to ensure alignment with current public health orders and advice, pandemic risk levels, and employee mental health and wellness needs; and further clarify employment-related concerns including the steps to take if required to be fully vaccinated or undergo regular testing, and information to support an eventual transition back into the workplace.
- Supporting a remote and hybrid workforce, as well as the prioritization of essential services across government to manage the public health and fiscal impacts of the pandemic, including ongoing management of staff redeployment as needed to support areas of highest need.
- Supplementing existing services and resources available through the Employee and Family Assistance Program, supporting the ongoing delivery of mental health and wellness training, including a webinar series on resiliency and mental health during the pandemic, and The Working Mind training program, through the Mental Health Commission of Canada.

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)



Contact Person:

Lori Stokell
A/Executive Director, Policy, Programs and Learning Branch
204-795-2269

2. Issue Title: MENTAL HEALTH AND WELLNESS IN THE PUBLIC SERVICE

Timeline for Action: 23(1)(a)

) (a)

23(1)(a)

High Level Summary:

A mandate letter was issued to the Minister responsible for the Civil Service in 2020, highlighting the need to undertake work to enhance access to mental health and wellness supports and resources for employees, with the aim of fostering workplaces that are built on safety, respect, trust and inclusion. Although a number of mental health and wellness supports were made available to employees during the COVID-19 pandemic, additional resources and supports beyond the pandemic are needed to better respond to mental health concerns in the workplace on an ongoing basis, as well as to help create awareness and reduce stigma of mental health issues.

Current Status:

- Short-term counselling services are available to employees through the Government of Manitoba's Employee and Family Assistance Program (EFAP). These voluntary, confidential counselling services are available to employees and their families. EFAP also offers health and wellness presentations upon request. Most recently, topics have included managing stress, anxiety reduction strategies, increasing resiliency and emotional intelligence.
- The CSC supports the ongoing delivery of mental health and wellness training, including a webinar series on resiliency and mental health during the pandemic, and The Working Mind training program, through the Mental Health Commission of Canada. The CSC continues to promote AbilitiCBT, a virtual cognitive behavioural therapy program for individuals experiencing anxiety.
- The awareness of mental health and wellness resources continues to be further supported through regular highlights in weekly CONNECT email bulletins to employees, as well as the promotion of Mental Health Week in May that includes communications on activities and resources available for all employees.

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)

Contact Person:

Lori Stokell
A/Executive Director, Policy, Programs and Learning Branch
204-795-2269

3. Issue Title: CIVIL SERVICE COMMISSION REDESIGN

Timeline for Action: 23(1)(a)

High Level Summary:

The Civil Service Commission (CSC) is undergoing an organizational review to assess business functions, better align resources, and further build capacity to deliver services across government. This will include assessing opportunities to strengthen corporate learning and development, to meet evolving needs of a modern public service, and enhancing capacity to support data collection, analytics and reporting.

Current Status:

- The CSC's redesign is complex, requiring extensive planning and stakeholder engagement, to ensure a smooth transition for CSC employees and service users, including client departments as well as current and future employees.
- The Transformation Management Office was launched September 2021, and consists of three dedicated employees responsible for facilitating redesign efforts, intended to further support Manitoba's public service workforce needs, including building capacity through strategic training, development and recruitment.
- 18(1)(b); 23(1)(a)

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)

Contact Person:

Travis Hoemsen
Lead, Transformation Management Office
204-391-3494

B. Strategic Priorities and Opportunities

1. Issue Title: THE PUBLIC SERVICE ACT (BILL 3)

Timeline for Action: 23(1)(a)

High Level Summary:

The Public Service Act (PSA) sets out the foundational principles of diversity, inclusion, ethics and integrity, and guides the values and needs of a modern Manitoba public service. Going beyond core government by including the broader and allied public sector, the PSA provides a framework for leading, defining and organizing the public service in an integrated and responsive way. The PSA was introduced in December 2019 and reintroduced as Bill 3 in October 2020, and received Royal Assent during the Spring 2021 Legislative Sitting.

Current Status:

- The Civil Service Commission (CSC) is leading the development of regulations and a policy framework to support proclamation of the PSA.
- The Manitoba government has taken a number of steps to ensure partners in the broader public sector are aligned with the principles and priorities of core government. The PSA advances this work by supporting a whole-of-government approach.
- Work to prepare for the PSA coming into force continues and has been integrated into the Balanced Scorecards Strategy Map and workforce planning projects. This work also includes the development of the PSA Regulation.

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)

Contact Person:

Charlene Paquin

Civil Service Commissioner and Associate Clerk of Public Service Transformation

204-945-2921

2. Issue Title: CLASSIFICATION MODERNIZATION

Timeline for Action: 23(1)(a) [REDACTED]

High Level Summary:

The Manitoba government's classification system has remained largely unchanged since the 1960s, and no longer reflects the scope of work performed in today's public service. Classification modernization is expected to create a system that is more efficient, transparent, and less administratively burdensome, and that supports improved organizational effectiveness.

Current Status:

- Mercer (HR consulting firm) was secured in 2018 through a RFP to assist in modernizing the classification system. 23(1)(a) [REDACTED] Following broad communication and consultation with employees and managers, a new classification structure has been designed and job evaluation tool has been selected, reducing classifications from 683 to 66.
- 23(1)(a)(d) [REDACTED]
- 23(1)(a)(d) [REDACTED]

Confidential Advice to Minister:


Options and Recommendation:

19(1)(e); 23(1)(a) [REDACTED]

Contact Person:

Brian Ellis
Assistant Deputy Minister, Labour Relations Division
204-945-2136

23(1)(a)(c)(d); 28(1)(c)(iii)



4. Issue Title: FLEXIBLE WORK ARRANGEMENTS & ENHANCED MOBILITY

Timeline for Action: 23(1)(a)

High Level Summary:

The future of work in Manitoba is shifting to a more modern, flexible public service that can adapt to evolving service and workforce needs. 23(1)(a)

he COVID-19 pandemic has also created a unique opportunity to leverage lessons learned from government's COVID-19 response, and create a public service model that meets the evolving needs of Manitobans in new and emerging ways.

Current Status:

- 23(1)(a), the Civil Service Commission (CSC) has developed and implemented a new Flexible Work Arrangements policy that enables flexibility in how and where our public service works, while still providing high level services to Manitobans. It supports work-life balance, enhances operational efficiency and effectiveness, and adapts to evolving service and workforce needs, while continuing to provide a high level of service to Manitobans, which remains a top priority.
- In addition to the policy, the CSC has developed supporting resources for supervisors and employees, including a standardized agreement template, remote workplace safety checklist, and assessment form for supervisors, as well as a variety of resources to support information security, records management, employee engagement.
- An interdepartmental team, representing the Civil Service Commission, Treasury Board Secretariat, and Central Services, was established to support an analysis of the financial, economic, real estate and workforce impacts of the policy.

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)

Contact Person:

Lori Stokell

A/Executive Director, Policy, Programs and Learning Branch

204-795-2269

5. Issue Title: TRUTH AND RECONCILIATION INITIATIVES

Timeline for Action: 23(1)(a)

High Level Summary:

The Manitoba government is committed to implementing call to action #57 (CTA57) of the Truth and Reconciliation Commission (TRC), which requires all levels of government to implement training related to Indigenous history, culture, rights and laws. Truth and Reconciliation is an important part of workplace culture for all public servants, and the Civil Service Commission (CSC) is dedicated to providing government-wide training in response to CTA57. To achieve this, the CSC collaborates with departments to strengthen Indigenous-led learning and development opportunities, including access to training, and has engaged three Indigenous training service providers to offer: workshops, facilitation, presentations, keynote addresses and instructional design.

Current Status:

- Working with Indigenous training service providers, the CSC currently offers three virtual instructor-led workshops, noted below, and is developing an interactive and engaging online course to promote reconciliation and supportive relationship between Indigenous communities and Manitoba government employees.
 - The Path to Reconciliation: An Historic and Contemporary Overview
 - Exploring the Historical and Modern Treaty Relationship
 - Building Your Indigenous Cross-Cultural Awareness
- The CSC continues to lead a cross-department Truth and Reconciliation Training Committee to foster alignment of departmental training efforts and share resources.
- Beginning Fall 2021, multiple employee engagement sessions with employees, the Commissioner and the Deputy Minister of Indigenous Reconciliation and Northern Relations (IRNR) will be conducted to provide an opportunity for employees to discuss the journey of truth-telling and reconciliation.

Confidential Advice to Minister:

Options and Recommendation:

23(1)(a)

Contact Person:

Lori Stokell

A/Executive Director, Policy, Programs and Learning Branch

204-795-2269

V. Impact of COVID -19 and Response Measures

The COVID-19 pandemic has had unprecedented impacts on Manitoba's public service, requiring the rapid implementation of pandemic precautions, protocols and new ways of conducting business to ensure the continued health and safety of public servants and clients.

To adapt to the financial challenges presented by COVID-19, Manitoba reached agreement with bargaining units on a mandatory reduced workweek plan involving five additional unpaid days off for all participating employees, to be taken over the 2020/21 year. Many public servants have been unable to utilize vacation leave due to ongoing demands to support the COVID-19 pandemic, resulting in increased vacation liabilities. 23(1)(a)

Manitoba's public service has been successful in adapting and responding to the unprecedented operational challenges caused by the COVID-19 pandemic. Staff have assisted in key areas through deployment and new work assignments. The CSC also continues to support the prioritization of essential services across government to manage the public health and fiscal impacts of the pandemic. This includes ongoing management of staff redeployment as needed to support areas of highest need.

In March 2020, new work from home provisions were implemented across government to support a shift to remote work for employees who were willing and able to do so, and to help reduce the spread of COVID. The CSC has also provided regular and on-going communication needed to stay safe in the workplace, as new public health information impacting Manitoba's public servants and workplaces was released.

COVID-19 has altered the way public servants engage in learning and development. The CSC rapidly pivoted from delivering 50% of learning and development programming in a classroom setting to 100% virtual delivery. Due to COVID-19, new learning and skill-building priorities have emerged such as supporting workplace mental health and wellness and managing remote teams.

The CSC continues to respond to needs arising from the pandemic and support these efforts through a number of employee-focused initiatives, including:

Remote Work Arrangements

- In March 2020, new work from home provisions were implemented across the Manitoba government to support a shift to remote work for employees who were willing and able to do so, to help reduce the spread of COVID-19.
- The CSC continues to monitor the number of employees working remotely due to COVID-19 as part of attendance tracking and reporting. 23(1)(a)

23(1)(a)

the CSC implemented the new Flexible Work Arrangements Policy that enables flexibility in how and where our public service works, while still providing high level services to Manitobans. Supporting resources and guidance ensure expectations are clear, and remote work arrangements are safe, documented and regularly assessed for effectiveness. 23(1)(a)(d)

Mental Health and Wellness Resources

- The CSC has developed mental health and wellness resources to supplement existing services and resources available through the Employee and Family Assistance Program. It continues to promote AbilitiCBT, a digital therapy program available to residents of Manitoba.
- The CSC supports the ongoing delivery of mental health and wellness training, including a webinar series on resiliency and mental health during the pandemic. 23(1)(a)

Additional Guidance for Public Servants

- To supplement the guidance provided through [#RestartMB Pandemic Response System](#) guidance, the CSC led the development of Frequently Asked Questions (FAQs) for employees and managers to further clarify employment-related concerns such as:
 - how the Manitoba government is helping to prevent the spread of COVID-19 and keep workplaces safe,
 - what to do if an employee tests positive for COVID-19, is awaiting test results, or experiences any symptoms,
 - how an employee can manage situations where they must be away from work to care for themselves or any dependents, and
 - what steps employees must take if required to be fully vaccinated or undergo regular testing.
- 23(1)(d)
- The CSC is continually updating existing guidance and resources provided to public servants to ensure alignment with current public health orders and advice, pandemic risk levels, and employee needs.

VI. Status of Throne and Budget Speech Commitments

23(1)(a)

Implementing the Public Service Act (PSA): The PSA was reintroduced as Bill 3 in October 2020, and received Royal Assent in May 2021. Work to prepare for the PSA coming into force continues, and has been integrated into the Balanced Scorecards Strategy Map and workforce planning projects. The CSC and Legislative Counsel Office are drafting the regulation.

Simplifying job classifications within our public service: Implementation decisions regarding the executive excluded employee group in the Manitoba government have been deferred. Next phases of implementation have been initiated and are underway for other employee groups (MAGE, CSC) as part of the classification modernization project.

Engaging with business, academic and NGO sectors to foster strong relationships that advance collaborative innovation: The CSC advanced innovative training through partnerships with post-secondary institutions and training providers, conducted outreach activities to promote employment with the Manitoba government, and partnered with a not-for-profit corporation to help meet urgent pandemic staffing needs. Consultations with co-op programs are underway.

Enhancing access to mental health and wellness supports and resources for employees: Mental health and wellness supports have been made available and regularly communicated during the pandemic. Development and delivery of mental health and wellness training and resources, including a contract with the Mental Health Commission of Canada, helped enhance awareness, build skills and reduce stigma.

Fostering workplaces that are built on safety respect, trust, and inclusion: The CSC supports the Respectful Workplace policy through education, training, mediation, coaching, resources, and the transparent release of annual statistics on harassment investigations. Employees are required to complete three mandatory courses in support of a safe, inclusive and respectful workplace, and annually review the new Respectful Workplace course.

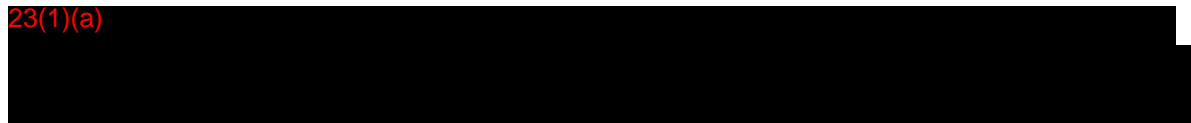
Enhancing reconciliation, diversity and inclusion efforts: In preparation for proclamation of the PSA, a Diversity and Inclusion policy was developed. Working with Indigenous training service providers, the CSC offers three virtual workshops, and is developing a course promoting reconciliation. The CSC leads a cross-department Truth and Reconciliation Training Committee and will be conducting employee engagement sessions to discuss the journey of reconciliation.

Promoting a culture of learning and development through initiatives such as the Learning Fund: The Learning Fund has approved applications for a combined value of nearly \$690,000. The Managers' Summit Spotlight on Leadership Excellence was held in spring 2021, with learning opportunities being extended throughout the year. The CSC plans to host Learn at Work Week, and supports remote training delivery options including self-directed online learning.

23(1)(a)

23(1)(a)

23(1)(a)



VII. Intergovernmental Affairs Overview

23(1)(a)



VIII. Fiscal Overview and Status of Special Operating Agencies/ Other Operating Agencies

2021/22 Projected Budget (First Quarter Cash Flow as at June 30, 2021)

- 19(1)(e); 23(1)(a)

Part A - Operating:

Expenses:

CIVIL SERVICE COMMISSION PART A - OPERATING EXPENSES (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL.
			\$	%	
CIVIL SERVICE COMMISSION	30,045	30,045	0	0.0	
TOTAL DEPARTMENT	30,045	30,045	0	0.0	

CIVIL SERVICE COMMISSION PART A - EXPENSE BY TYPE (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL.
			\$	%	
SALARIES AND EMPLOYEE BENEFITS	26,215	26,037	178	0.7	
OTHER EXPENDITURES	3,830	3,984	(154)	(3.9)	
GRANT ASSISTANCE	0	24	(24)	(100.0)	
TOTAL DEPARTMENT	30,045	30,045	0	0.0	

Revenues:

The department is forecasting no variance in revenue.

CIVIL SERVICE COMMISSION REVENUE SOURCE (\$000s)	Q1 - 2021/22 PROJECTION	2021/22 ESTIMATED	OVER/(UNDER)		EXPL.
			\$	%	
OTHER REVENUE	21	21	0	0.0	
TOTAL DEPARTMENT	21	21	0	0.0	

19(1)(e); 23(1)(a)

Expenses:

CIVIL SERVICE COMMISSION	2021/22	19(1)(e); 23(1)(a)	
PART A - OPERATING EXPENSES (\$000s)	ESTIMATED		EXPL.
CIVIL SERVICE COMMISSION	26,058		
TOTAL DEPARTMENT	26,058		

CIVIL SERVICE COMMISSION	2021/22	19(1)(e); 23(1)(a)	
PART A - EXPENSE BY TYPE (\$000s)	ESTIMATED		EXPL.
SALARIES AND EMPLOYEE BENEFITS	23,177		
OTHER EXPENDITURES	2,857		
GRANT ASSISTANCE	24		
TOTAL DEPARTMENT	26,058		

Status of Special Operating Agencies/Other Operating Agencies

NIL

IX. Internal Structural Pressures

23(1)(a) [Redacted]

23(1)(a) [Redacted]

23(1)(a) [Redacted]

23(1)(a) [Redacted]

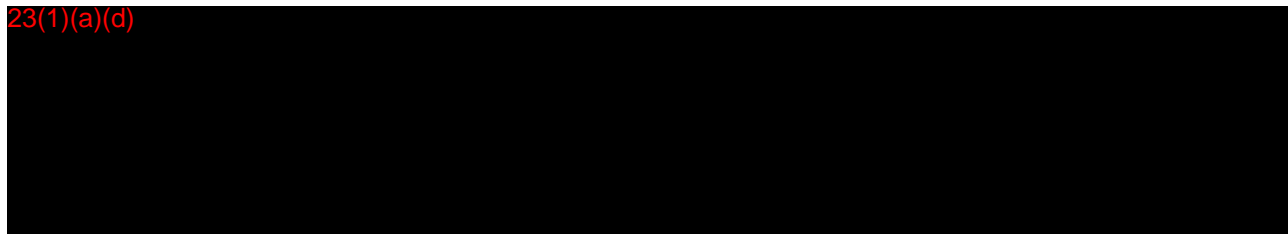
X. Legislative and Regulatory Overview

The Public Service Act (Bill 3)

The Public Service Act (PSA) establishes a legislative framework, including principles and values, for an ethical and effective public service in Manitoba. Once proclaimed, the PSA will replace the existing Civil Service Act.

The PSA was introduced in the Manitoba Legislative Assembly for First Reading on December 2, 2019 and was reintroduced in October 2020. It received Royal Assent on May 20, 2021. The proclamation date for the PSA will be determined pending development and approval of the supporting regulations.

23(1)(a)(d)



The Public Services Sustainability Act (PSSA)

The Public Services Sustainability Act (PSSA) was introduced to establish a sustainable fiscal framework for public sector collective bargaining.

The PSSA received Royal Assent on June 2, 2017, but was not proclaimed. The court challenge on the constitutionality of the PSSA concluded its final arguments in February 2020, and the court rendered a decision on April 16, 2020, finding the legislation not to be constitutional. The Manitoba government filed a notice of appeal after a court challenge found the legislation to be unconstitutional. An appeal hearing was held June 2, 2021, and on October 13, 2021 it was announced that the appeal court judge found the proposed bill to be constitutional.

The Public Services Sustainability Amendment Act (Bill 9)

The Public Services Sustainability Amendment Act (Bill 9) was introduced on October 7, 2019 and increased options for employers and unions to reach renewed collective agreements through bargaining.

As a direct result of the legal decision, finding The Public Services Sustainability Act not to be constitutional, Bill 9 did not proceed past the first reading in the previous legislative session and was not reintroduced in the current session.

XI. Agencies, Boards, and Commissions Appointment

Board Name	Board Members	Vacancies
The Civil Service Commission Board	5 members	N/A

XII. Appendices

A. Departmental/Cross-Departmental Committees and Advisory Committees

COMMITTEE	FUNCTION	MEMBERSHIP
Integrated Policy Committee (IPC) on Public Service Transformation	Ensure an integrated and whole-of-government approach is taken to policy development, issue resolution and decision-making as it relates to transforming the culture in the public service	Deputy Ministers
Manitoba Public Service Employee Engagement Team	Share best practices and provide advice to the Employee Perspectives Program Leadership Team	All departments
Employee Perspectives Program (EPP) Leadership Team	Provide direction and decision regarding the Employee Perspectives Program	Co-chaired by CSC and Communications and Engagement. ADMs representing a cross-section of departments
Senior Leadership Team (SLT) of Manitoba's Public Service	Discussion and collaboration on cross-departmental issues.	All departments - ADMs and direct reports to DMs
Department Accessibility Coordinators (DAC) Committee	Inform on accessibility issues and provides platform to discuss and raise matters to the Civil Service Commission	All departments
Diversity and Inclusion Champions Committee	Advise senior leaders on diversity, inclusion and accessibility matters	All departments
Truth and Reconciliation Commission Interdepartmental Working Group	Advise learning consultants on truth and reconciliation related programs and training	All departments
Diversity Employment Equity (DEE) Coordinators Committee	Advise human resources consultants of diversity, inclusion and accessibility issues	All Human Resource Service Centres
Multi-Year Strategic Plan of French Language Services Committee	Review and plan for French language services in the Civil Service Commission	Various divisions/branches of the Civil Service Commission
Civil Service Commission Employee Engagement Group	Support engagement work in the department and share best practices	Various divisions/branches of the Civil Service Commission
Senior Leadership Team - CSC	Supports collaborative information sharing and	CSC Directors, Executive Directors and ADMs

	review of common challenges facing the department	
Leadership Resource Network	Supports collaborative information sharing and review of common challenges facing the department	Middle manager levels across the CSC
French Language Services (FLS) Coordinators	Led by the Francophone Affairs Secretariat	FLS Coordinators from all core departments and reporting entities
Employee Network Groups	Share best practices and provide advice and support to the Employee Network Programs	All departments
The Employer Pension and Insurance Advisory Committee	Legislated committee representing the 44 plan employers under the Civil Service Superannuation Fund and Public Servants Group Insurance Fund in negotiations regarding pension and group insurance issues.	Chaired by the CSC and includes executive members from Manitoba Hydro, Manitoba Liquor and Lotteries, Manitoba Public Insurance and Red River College.

B. Statutory Responsibilities of the Minister / Legal Framework

STATUTORY RESPONSIBILITIES OF THE MINISTER
The Public Service Act (Note: This Act will replace The Civil Service Act currently in effect, upon proclamation)
The Civil 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 (Note: This Act is not yet in force. It is to come into force on a date to be fixed by proclamation)