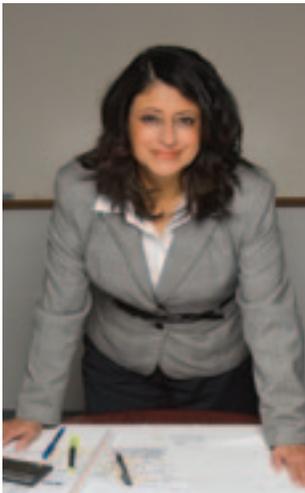


# The Manitoba Government Corporate Human Resource Plan

2012–2014



This information is available in alternate formats upon request.

# INTRODUCTORY MESSAGE FROM THE DEPUTY MINISTERS

Working for the Manitoba government offers you personal and professional satisfaction.

The men and women of our provincial public service bring a variety of skills and knowledge to serve the public in such vital areas as:

- education
- health care
- emergency management
- family services
- highways
- environment

To achieve the government’s goals, Manitobans depend on a capable and professional public service. Together, we make a difference in the lives of our fellow Manitobans, adding to the great quality of life we enjoy in this province.

With a shared commitment to quality service, we take pride in having a diverse workforce that truly reflects the public we are privileged to serve.

The collective skills and integrity of our provincial public service are a source of pride for our government. Manitoba is recognized for its strong tradition of excellence in public service across Canada.

Every day of the year – in all parts of our province – the results of our work are strengthening families and communities; helping Manitoba grow and thrive.

With a foundation of strong human resource management, we have continued to work hard to achieve the goals set out in the Manitoba government’s Renewal Strategy. Building on the success of the Renewal Strategy, we must ensure we provide attractive and meaningful opportunities, encourage employee development and foster innovation. We know our tradition of excellence depends on our employees.

This plan represents our priority human resource areas from 2012 to 2014.



# PLAN AT A GLANCE

Our core values continue to be:

- **Service**—providing the best possible service to the citizens of Manitoba
- **Diversity**—recognizing the importance of diversity allows us to better represent the citizens we serve. Our distinct skills and abilities ensure the creation of high performance teams.

Our key human resource management priorities will continue to be:

- **Attractive and meaningful opportunities**—providing employees with a variety of opportunities to be engaged and use their talents
- **Employee development**—helping staff develop the skills and knowledge they need to succeed now and in the future
- **Innovation**—fostering a culture that promotes the sharing of creative ideas and solutions

*“The pinnacle of public service is working in government – you can influence how society operates and how it can be improved. That leaves people with a real sense of achievement.”*

Harvey Bostrom, Deputy Minister,  
Aboriginal and Northern Affairs



*Above Top: Manitoba’s justice system employs a range of professions from correctional officers to Crown attorneys.*

*Above Bottom: The Manitoba government recruits interns with various educational backgrounds and was one of the first jurisdictions in Canada to recruit interns in support of its diversity goals.*



# OUR CORE VALUES

## Service

The Manitoba government is committed to providing outstanding service to its citizens. This commitment to service helps create a unique organization where employees have the opportunity to:

- perform meaningful work
- have a real impact on Manitoba
- work with other talented people

Service to the public takes many forms. Some government employees interact with the public. They work with families, community groups, agencies, educators and business people. Others work in vital supporting roles. Whatever the type of services performed, all government employees share a common bond to respect the public interest.

The Manitoba government has a committed, caring and creative workforce that is passionate about contributing to and improving our communities. As we continue to develop the next generation of leaders, this commitment to service will endure.

At the end of the day, public service jobs are all about serving the people of Manitoba.

## Diversity

The Manitoba government continues to build a diverse public service that reflects the communities we serve. Manitoba has the benefit of a strong foundation of First Nations, Métis and Francophone communities that have been

complemented by our tradition of immigration. Diversity is a rewarding part of a career in public service. We are the first jurisdiction in Canada to establish a diversity strategy that includes specific goals to ensure that we are representative of our diverse population.

The Manitoba government was named one of Canada's Top Diversity Employers for 2012. This special distinction recognizes employers across Canada that have designed and successfully implemented exceptional workplace diversity and inclusiveness programs.

Diversity makes us a stronger organization for so many reasons. A workforce that represents the public leads to better understanding the issues and concerns of the citizens we serve. It also enables a workplace to come up with a variety of unique ideas and approaches to an issue, and leads to creative, innovative solutions.

*"We are doing well with diversity. The public service is looking more and more like the population of Manitoba every year. We continue to see the innovation that results from an inclusive workforce."*

Hugh Eliasson, Deputy Minister, Entrepreneurship, Training and Trade  
Deputy Minister, Immigration and Multiculturalism

## PRIORITY #1

# ATTRACTIVE AND MEANINGFUL OPPORTUNITIES

The Manitoba government offers rewarding careers to its employees who deliver hundreds of programs and services to the public. The government has a wide variety of departments, reflecting over 700 different types of jobs in communities across our province.

Career opportunities exist in such diverse areas as:

- education
- finance
- social services
- justice
- health and wellness
- northern development
- Aboriginal affairs
- infrastructure
- agriculture
- natural resource management
- workplace safety and health
- communications
- domestic and international trade
- community development
- immigration and multiculturalism

### What's so great about working for the Manitoba government? It's all about opportunities to...

- know your work is making a difference in the community
- work in a dynamic organization that values work-life balance
- be part of an organization that allows for personal growth

### Welcome Aboard

The Manitoba government provides a corporate orientation for new employees. The orientation offers a general overview of the structure and operation of the government. Each new employee then receives a department specific orientation.

### Recognition for Good Work

The Manitoba public service offers several employee recognition programs, from long-service awards to the prestigious, employee-nominated annual Manitoba Service Excellence Awards.

These awards recognize nominees for excellence in workplace performance and community service. Nominees exemplify government employees' passion for job performance excellence, positive attitude and high ethical standards. These individuals have earned the highest honour – the respect of their peers.

### Opportunities to Grow

Given the scope and variety of services the Manitoba government provides, it is possible for employees to move within and between departments. This allows individuals to broaden their professional experiences, all with the same employer. Employees who are interested in exploring other challenges within the government are encouraged to develop



*Above: Correctional officers are employed in nine facilities throughout the province.*

a learning plan, apply for secondment opportunities and respond to expressions of interest for special projects.

### **Encouraging Work-Life Balance**

We recognize that flexible work hours, job sharing and part-time work options can help employees better balance their professional and personal lives. Such options give employees more time for family responsibilities, community work, hobbies or further education.

## **LOOKING TO THE FUTURE**

The Civil Service Commission is developing a limited pilot project that will give employees in similar positions in government the opportunity to move between departments. Employees will be able to use their existing skills and abilities, while gaining an appreciation for the role and operation of another department. They will also gain a broader understanding of the scope of the government's work. Details will be announced in the coming year. If the program is a success, it may be expanded to provide this valuable development experience to more employees.



*Above: Geologists with the Manitoba Geological Survey conduct geoscience investigations in the province's Precambrian Shield, helping exploration companies focus on areas with mineral potential.*

*"The opportunity to make a difference. The ability to effect change. The ability to impact everyone in Manitoba and see the end result. That is what makes the Manitoba government a great place to work."*

*Linda McFadyen, Deputy Minister, Local Government*



## PRIORITY #2

# EMPLOYEE DEVELOPMENT

The Manitoba government is committed to supporting the continuous learning of all employees. We strive to create an environment that encourages and recognizes the value of both informal and formal learning. By fostering an atmosphere that encourages and recognizes learning and development, we are in a great position to meet the province's future operational demands.

We encourage and embrace a culture of employee engagement and open communication in our public service. Sharing knowledge and experience between employees, managers and departments strengthens our service network now and in years to come. We offer a variety of professional networks to give employees opportunities to learn from their colleagues and share best practices. Departments are using learning plans to create an engaging environment where managers and employees effectively communicate their expectations.

### Employee Networks

Public servants have access to networking programs, such as the New Professionals Network, that connect employees with others wanting to advance their careers in government. New professionals are people new to government, new to a position or new to a field who wish to come together to connect, learn and grow as they progress with personal and career development. For

those aspiring to leadership roles, this network provides its members with a forum to share ideas, experiences and knowledge with other new professionals in government.

Service Quality Partners is a volunteer network of provincial public servants who support the public service in developing and delivering high quality services to the people of Manitoba. In addition to other commitments, this network provides learning and networking opportunities through the popular Brown Bag Lunch program. These informal networking sessions feature presentations of internal success stories, updates on current initiatives and topics of general interest.

## LOOKING TO THE FUTURE

The Internship Program for Persons with a Disability is a two-year internship program, open to internal and external candidates, which offers leadership training and development opportunities.

The Persons with a Disability Professional Development Program is an internal, structured development program to help persons with a disability achieve their learning goals through workshops and special assignments.

The Touchstone Group provides affirmation, encouragement and mentorship for Aboriginal employees of the Manitoba government. Aboriginal employees have the opportunity to learn from other Aboriginal employees who act as mentors and role models.

The Visible Minority Network is a group of employees that provide informal mentorship to visible minorities and immigrants who want to build a career in the civil service.

## Learning Plans

A learning plan is like a career map that helps employees recognize where they are now in their careers, where they want to be and how they can plan to get there. A learning plan is an investment in an employee's skills. It provides a specific plan to strengthen employability skills and improve job performance. Public servants can create effective learning plans by accessing the online learning plan toolkit at [www.internal/csc/learning/toolkit.html](http://www.internal/csc/learning/toolkit.html). Access to the learning policy for applicants interested in working for the Manitoba government is available at: <http://www.gov.mb.ca/csc/pdf/learnpol.pdf>

## Continuous Learning

A range of training programs are available to staff through Organization and Staff Development. For example, staff can earn a Certificate in Public Sector Management or a Certificate in Public Sector Office Administration, while continuing in their public service roles.

*"We are investing in training and empowering staff by giving them the tools to be able to do their work."*

Barry Todd, Deputy Minister, Agriculture, Food and Rural Initiatives

*Opposite Top: Geologists with the Manitoba Geological Survey conduct field investigations and geological mapping to identify areas with mineral potential, helping to attract private sector exploration investment.*

*Opposite Bottom: Archivists work to protect and preserve Manitoba's wealth of historical records.*

## Promoting Inclusion, Ensuring Diversity

There are a variety of recruitment and development programs – internal and external – created to encourage diversity in our workforce:

- Aboriginal Management Development Program
- Aboriginal Public Administration Program
- Career Gateway Program for Visible Minorities
- Career Assistance Program for Persons with a Disability
- Internship Program for Persons with a Disability (revised in 2011)
- Persons with a Disability Professional Development Program (new in 2011)

More information about these development programs is available on the Manitoba Civil Service Commission website at <http://www.gov.mb.ca/csc/index.html>



## PRIORITY #3

# INNOVATION

Manitoba's most important resource is its people. The Manitoba public service is always looking for people that bring new views and ideas about how to best serve the needs of all Manitobans. In order to innovate, it is important to provide opportunities for all employees in our organization to share ideas for improvement. This philosophy gives employees opportunities to make a difference in the communities we are privileged to serve.

This spirit of innovation is reflected in several government initiatives:

### Greener Manitoba

The Manitoba government is continually developing innovative ways to "green" its daily operations. Manitoba Conservation and Water Stewardship and the New Professionals Network (NPN) are working together to promote a greener government. The partnership is encouraging the public service to get involved by sharing ideas about how we can improve service and strengthen our commitment to the environment.

### Come Work with Us

The Job Opportunities Website (JOW) is a convenient, online resource highlighting the many interesting career opportunities available with the Manitoba government. JOW includes an efficient job search tool to help visitors find opportunities quickly and easily. The new system also streamlines and automates the job posting process offering significant efficiencies.

### Recognizing Innovation

The annual Manitoba Service Excellence Awards recognize the hard work, dedication and outstanding efforts of Manitoba government employees. The Innovation Award showcases teams that have created, adapted or improved government products, services, processes and ideas. Government employees can access a listing of previous recipients on the internal intranet site <http://gww.internal/sqp/activity/msea/recipients.html>

### Community Resources

The Manitoba Career Development Initiative provides a comprehensive strategic career development approach to support a coordinated, coherent and seamless service delivery system. The strategy promotes the importance of lifelong learning, focuses on the development of career management skills that are necessary to manage life / work transitions and acknowledges career development as an essential link between education and workforce development. Five Manitoba government departments (Education; Children and Youth Opportunities; Healthy Living, Seniors and Consumer Affairs; Advanced Education and Literacy; and Entrepreneurship, Training and Trade) have been the key drivers of the Manitoba Career Development Initiative since November 2003. Family Services and Labour, Justice, Immigration and Multiculturalism, and the Civil Service Commission also participate.



*Above: Medical technologists work in Manitoba government labs on issues of human and animal health.*

*“We are doing new, leading edge things in the Manitoba government. We have a good story to tell.”*

Jan Sanderson, Deputy Minister,  
Children and Youth Opportunities

## LOOKING TO THE FUTURE

The Opportunities Gateway is a proposed technology platform which will help departments communicate volunteer project opportunities to employees across the Manitoba government. Interested employees will have the opportunity to review the projects and submit an expression of interest to the department. The department will then select the employee(s) who fit the project requirements.



*Above: Public servants provide hands-on support to Manitobans working in a variety of sectors.*

## MEASURING SUCCESS

The Civil Service Commission will work with government departments to ensure the key human resource management priorities identified in this plan are successfully addressed.

Working with government departments, the Civil Service Commission will:

- continue to develop meaningful measures related to the plans' priorities; and
- build on successful strategic planning by integrating the three priorities into departments' operational plans.

# MOVING FORWARD

In our roles with government, we have had the good fortune to meet and work with so many devoted, expert public servants. Every day, in all parts of our province, public servants deliver the programs and services that enhance the quality of life for our fellow citizens.

Maintaining high standards of service excellence into the future means adapting to change, while continuing to emphasize our core values. Our government identified key human resource management priorities that will be our focus over the next two years:

- Attractive and meaningful opportunities for employees
- Employee development
- Innovation

Not only will these priorities strengthen our service, but they will also support and develop employees.

This Corporate Human Resource Plan is an opportunity to review our service delivery and fine-tune it to ensure our best efforts in serving the people of Manitoba. We support innovation in honouring those values, so we look forward to sharing progress from departments as they address these priorities over the coming years.

Together, we are building a better public service.



Debra Woodgate

*Civil Service Commissioner*

Paul Vogt

*Clerk of Executive Council*

