

Transforming the Manitoba Public Service

A STRATEGY FOR ACTION



Message From the Clerk of the Executive Council



The world is changing rapidly, and that provides us with a unique opportunity to transform the Manitoba public service for the future.

We are in a period of profound technological, environmental, and socioeconomic change that compels us to evaluate the nature of our work and the essence of our culture. We can no longer meet the needs of citizens and achieve outcomes defined by government if we continue to rely on our historical approaches to providing programs and services. While they have previously served us well, these approaches were not designed to meet the unprecedented challenges we now face.

The good news is that we have a rich diversity of public servants who bring integrity and creativity to the workplace every day. We do not suffer from a lack of new ideas; we have simply built structures and processes to sustain the status quo. The Manitoba public service needs to transform – and I want you to take an active role in building our public service for the future.

Within this discussion paper, you will learn more about why we must change. You will realize our need for change has been building for years; we have simply reached a point in time where traditional approaches to public administration are no longer effective. If we were a private sector organization, we would be at risk for disruption. However, our system is incredibly resilient, and we do not face the same intense pressure of competition within the public sector.

So we must be the disruptors.

“...we have a rich diversity of public servants who bring integrity and creativity to the workplace every day.”

In some areas, modernization will transform our work. In other areas, we must dismantle and redesign what we do and how we do it. Innovation is an easy word to say. But it requires risk, which inherently includes failure. These words evoke a natural defense response in many public servants. However, we must create space throughout the public service for innovation to be protected, incubated, tested, deployed, and valued. We cannot afford to incrementally improve; in every corner of the public service, we need to leap into the future.

Our vision is of a public service that embraces challenges and places innovation at the centre of its work to improve outcomes for Manitobans every day. This paper outlines the approach we will take to get there. To transform our work, we will build the tools we need to streamline our focus, and ensure we are meeting the needs of citizens. To transform our culture, we will build the vehicles you need to be able to grow your career within a modern, innovative, and outcomes-focused public service.

As you read this paper, I urge you to think about your own role in building the public service of the future. Where do you see yourself? What ideas do you have to innovate and collaborate with others in your area, your department, across the entire public service, or with external partners? What can you get started on today? Please share the work you are doing to transform, and use the ideas in the Taking Action section at the end of this paper to build on your thoughts about whole-of-government transformation. I look forward to seeing your ideas grow into solutions as we work together to build the Manitoba public service of the future.

Fred Meier

Clerk of the Executive Council and Secretary to Cabinet

Executive Summary

We are living in a time of unprecedented change, and every jurisdiction in the world is experiencing similar changes. We face evolving citizen expectations in a time of rapidly advancing technology, a complex national and international policy environment, and economic factors that are not responsive to traditional approaches to stimulating economic growth. These changes are having profound impacts on the delivery and sustainability of public services. Our work is affected by these factors, and our success will be hampered by a culture that adheres strongly to the status quo and does not adopt new approaches.

A VISION FOR THE FUTURE

Our vision for the future of the Manitoba public service is one where public servants embrace challenges and place innovation at the centre of their work to deliver outcomes for Manitobans. This vision builds on the strength of our existing culture. We are a professional, non-partisan public service that is grounded in our values and ethics. We achieve excellence through a culture of continuous improvement.

We respect and honour diversity and inclusion within and outside the public service, and we are committed to advancing reconciliation. These guiding principles and values are a necessary foundation for us to build on as we transform the Manitoba public service.

A STRATEGY FOR ACTION

As public servants, we have an important role in responding to the direction of elected officials, and making meaningful change to improve outcomes for citizens. To fulfill our responsibilities in this time of change, we have developed a Transformation Strategy. It builds on our strong foundation of public sector values and ethics, and focuses our efforts into two plans – one to transform our work and another to transform our culture.

The plan to transform our work focuses on building tools for the public service, which will help public servants to concentrate on the most important elements of their work – those that help them to achieve the outcomes defined by government and desired by citizens. These tools will shape the priorities of the

public service, and will help public servants engage with citizens to support the co-design of new solutions to public sector problems.

The plan to transform our culture focuses on building a public service that is innovative, nimble, and able to adapt rapidly to changing circumstances. The plan will support the development of vehicles for transformation, and will provide opportunities to all public servants to make meaningful changes to build positively on our existing culture.

TRANSFORMATION DEPENDS ON YOU

Successful transformation of the public service can only occur if all public servants believe in the vision, and commit to making meaningful change to our work and to our culture. Transformation requires you and your ideas – for modernization, for innovation, and for system disruption. Only together, by challenging the status quo and redesigning our structures, policies, programs, and processes for the next generation of public servants, can we build the culture we all desire.



The Need for Transformation

In the history of our province, we have never faced as urgent a need to transform the public service. However, that is exactly the challenge we are facing today.

The world is rapidly transforming around us. Between advancing technology, the evolution of citizen expectations, an increasingly interconnected international policy environment, and real impacts of climate change, every public service in the world is experiencing the same need to respond to change in new ways. In Manitoba, we face these same challenges and our situation is further complicated by economic factors that restrict our ability to respond to challenges in the ways that have worked in the past.

THE INFLUENCE OF TECHNOLOGY

Technology is advancing at an exponential pace, and with it, citizen expectations of the quality and delivery of services are evolving. Clients have needs outside of office hours. Traditional approaches to service delivery do not meet the expectations of clients who prefer access to digital services and expect enhanced, integrated responses to their inquiries.

The private sector has embraced these challenges by leveraging the power of technology and social media to gain direct access to clients, and involve them in co-creation of products and services. However, within the public sector, there has been a slow adoption of these emerging technologies to improve public policies and services.

DEMOGRAPHIC IMPACTS

Manitoba is facing significant shifts in demographics. As people live longer, the public service must support many generations of citizens through its programs and services. Yet the public service has been historically slow to change, and a lack of adaptation has led to many areas recognizing that their one-size-fits-all programs no longer serve anyone especially well.

As the baby boom generation moves into retirement, we are experiencing dramatic impacts within the labour force – both in the private sector and in the public service. With corporate memories, skills, and experiences departing, there is a strong need to supplement our own labour force with nimble, innovative public servants. We also must invest in our existing workforce to ensure all public servants have the tools and skills they need to solve increasingly complex public sector challenges.

The availability of skilled employees is a challenge faced by all provinces. Immigration is an important part of the solution. However, it is clear that one of the greatest sources of labour market strength will come from Manitoba's Indigenous population. Therefore, advancing reconciliation must be a part of our approach to addressing the challenges we face.

CHANGING EXPECTATIONS

Manitoba is known for its multi-culturalism. As the diversity of Manitoba continues to grow, accessibility, inclusion, and reconciliation are being articulated as citizen expectations. In response, the public service must adapt its programs, policies, and services and redesign systems that were not built hand-in-hand with the people they were intended to support.

EXTERNAL FORCES

Climate change is a significant concern, with extreme weather events increasing in frequency, impact, and cost. Manitoba can no longer simply respond to climate change events. We must lead by taking a whole-of-government approach to protect our interests in advance of anticipated impacts.

Manitoba is part of an interconnected and complex policy environment where decisions made at the federal or international level have real and local implications. Manitoba's economy is heavily dependent on our trading partners, so as domestic and international trade agreements evolve, Manitoba's policies must adapt to this new environment.



ECONOMIC FORCES

Manitoba faces substantial challenges related to economic uncertainty and expenditure growth, which are compounded by continuing uncertainty in domestic and international environments. The province's diversified economy has been credited with providing stability during periods where other jurisdictions experienced significant impacts related to global economic shocks. However, a slow or stable economy requires us to rethink our traditional approaches to maximize our strategic investments for the future.

THE STATUS QUO IS UNSUSTAINABLE

The new normal within our economy means we can expect inflation to remain low and Manitoba's ability to generate substantial revenue to be limited. At the same time, the province's expenditures continue to grow.

As our population ages and as individuals live longer, tax revenue is decreasing while the reliance on public sector services is increasing. For example, the cost of providing health care to older individuals is significantly greater than the cost of healthcare for individuals still in the workforce.

In the past, public services have responded to this imbalance in revenue and expenditures through reductions to programs and services. However, the current situation cannot be resolved through simple solutions like expenditure reductions.

As a public service, we can no longer make small adjustments to public policies, programs, and services. We must take bold steps forward, reforming our work to align with government priorities. We must also redefine our culture to support this change. We need to transform.

Debt Matters

Just as homeowners amortize the costs of their houses over multiple years, governments amortize the cost of capital assets like roads and schools over many years. The accumulated debt servicing costs related to these expenditures are a substantial portion of our annual budget; these costs displace resources that could be directed to support public programs and services.

Recent changes to interest rates have raised awareness of the significant impact even small increases have on the province. In 2017, Manitoba spent nearly one billion dollars in interest charges. This amount is approximately the same as the total annual budget of the six smallest government departments combined.

When we apply for a mortgage, our personal credit rating has an impact on the interest rates offered by our financial institution. Similarly, our provincial credit rating directly affects the rate of interest Manitoba pays on our provincial debt.



Across Manitoba, public servants recognize the need for change.

Public Sector Culture

The Manitoba public service delivers programs and services that affect every Manitoban every day. The public service has responsibilities ranging from health to public safety, from the economy to culture, and from education to family services, the environment, and beyond. The public servants who proudly dedicate their careers to upholding the public trust and serving the citizens of Manitoba are professional and non-partisan – characteristics fundamental to the effective functioning of our system of government.

Defining the culture of the Manitoba public service is easier said than done. The culture on one floor of an office building may be vastly different from the culture one floor above. With thousands of public servants working in hundreds of locations across the province, with diverse backgrounds, levels of education,

professions, and life experiences, it would be overly simplistic to suggest a single Manitoba public sector culture exists.

However, regardless of profession, level of seniority, or geographic location, there are some consistencies in how Manitoba public servants describe the experience of working in the public service. They are also clear about the culture they want to build. Employee engagement surveys and discussions with public servants at all levels have identified some key elements that are desired to create a public service for the future.

Across Manitoba, public servants recognize the need for change. They are proud of the work they do, and want to be part of a culture that supports and rewards innovative approaches to delivering outcomes for Manitobans.

WHAT WE HEARD FROM PUBLIC SERVANTS

Our existing culture is:

- **SILOED**
- Inward focused, **TERRITORIAL**
- **RISK AVERSE**, static
- Uncertain, **FEARFUL**
- Focused on today, **“FIRE-FIGHTING”**
- **PROCESS-FIRST**, results-second
- **OUTPUT-FOCUSED**
- **TRANSACTIONAL**
- **UNRESPONSIVE** to changing needs

We desire a culture that is:

- A **SINGLE**, cross-functional **TEAM**
- **COLLABORATIVE**
- **INNOVATIVE**, flexible
- **ENGAGED** and fully contributing
- **PREDICTIVE**
- High performing, **EFFICIENT**, and effective
- **OUTCOMES-DRIVEN**
- **STRATEGIC**
- **CLIENT-CENTRIC** and accountable to clients

The Role of the Public Service

The role of the public service is to advance the government's priorities and achieve improved outcomes for Manitobans. The public service and the elected officials that comprise the government's Cabinet represent the two halves of the public sector, which are symbiotic, and must work together to achieve progress. While each has an important and distinct role to play, neither the public service nor Cabinet can function successfully without the other.

The unique relationship between the public service and elected officials is a complex one founded in the traditions of the Westminster model of parliamentary democracy. Under this model, the elected government defines its priorities and the public service responds by providing objective, evidence-based advice and loyal, effective implementation. In this way, the public service faithfully and dutifully serves the government in advancing its policy goals, and ensures its neutrality to support the peaceful transition of power as elected governments change over time.

This enduring nature of the public service provides stability to Manitoba citizens. However, an organization as large as Manitoba's public service needs to push itself to adapt and continuously improve to not only meet the challenges of today, but also to anticipate the challenges of our future.





One Strategy, Two Plans

The Manitoba public service faces complex, interconnected pressures as it seeks to deliver on government commitments and improve outcomes for Manitobans. To move forward in a unified way, a strategy is needed to guide the transformation of both the work and the culture of the Manitoba public service.

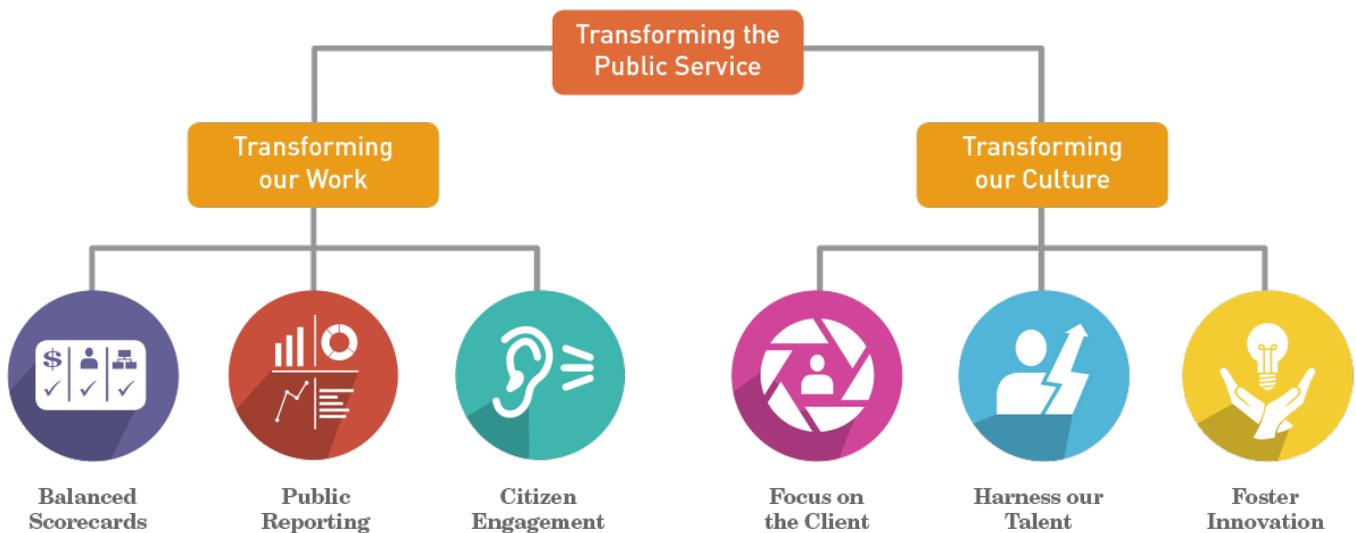
Manitoba's Transformation Strategy integrates a plan to align government priorities with a plan to shift the public service culture to one that is nimble and able to support the changes that are needed. It is a single strategy, which contains two plans – one focused externally on the work and its outcomes for clients, and the other focused internally on the public service culture.

The two plans are distinct but complementary. The external plan will align the work of public servants with the broad economic, social, and environmental outcomes government is seeking to achieve. The internal plan will supplement the external plan by building and sustaining a culture change within the public service; this culture change is essential to achieving government objectives.

Building the Manitoba Transformation Strategy

Beginning in the spring of 2017, Manitoba's Deputy Ministers began work on a strategic vision for the Manitoba public service. Taking a whole of government approach, the Deputy Ministers collaborated to craft the strategy outlined in this paper. Its intent is to help all public servants understand the way forward to align their work to achieve improved outcomes in Manitoba and contribute in a positive way to the culture we all desire.

In crafting this strategy, Manitoba looked to other governments in Canada and internationally, and to leaders in the private sector. Senior officials from across the public service were engaged in discussions about the future of the public service, and by the end of 2017, the Clerk of the Executive Council had presented the draft strategy to nearly one thousand public servants, to gain insight into where they saw challenges and opportunities for transformation.



Transforming our Work

The elected government communicates its direction to the public service through a wide variety of sources including the Budget Speech, the Speech from the Throne, and Ministerial Mandate letters. Public consultations, third party reviews, Auditor General Reports, Ombudsman recommendations, and legal precedents also inform government direction.

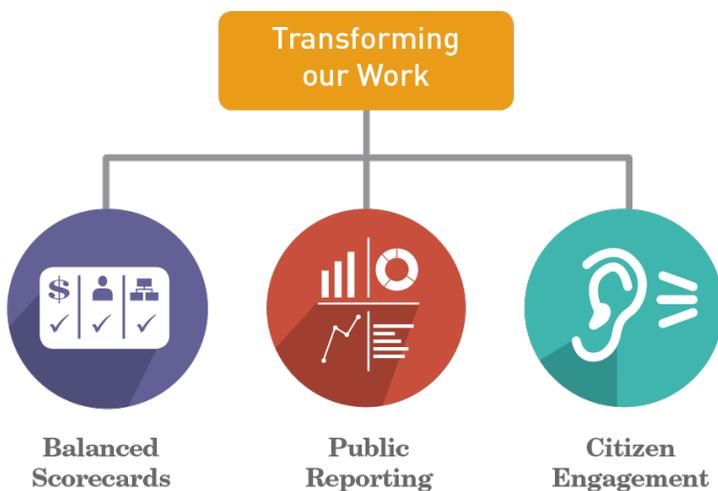
Collectively, these inputs articulate a wide range of public service priorities and considerations.

Public service leaders must help their teams understand this direction. They are responsible for delivering on government priorities, and therefore must plan and prioritize operational and strategic work to achieve both balance and forward momentum.

However, these sources provide a lot of information to integrate and convey. The public service requires a process to clarify and distill government priorities, which can be used as the basis for strategic and operational plans focused on delivering results that advance these priorities.

Citizens also have an important part to play in the work of the public service, in providing their input to inform the development and implementation of public policy. They also have a right to information about the work of the public service, and the results of efforts to advance government priorities.

The external plan of the Manitoba Transformation Strategy will undertake three key projects that will provide a framework to reform the work of the public service. We will align our work to desired results using a system of balanced scorecards in all departments, report progress on outcomes to Manitobans, and simplify and enhance citizen engagement through a centralized consultation portal.





IMPLEMENT BALANCED SCORECARDS

Public servants have been asked to streamline, modernize, and innovate within their work. To do this well, they require a clear understanding of how their work affects the outcomes the government is committed to achieve.

Beginning in early 2018, Manitoba will build a system of cascading balanced scorecards throughout all departments. These scorecards will align the work of public servants to government priorities, and will identify key measures of performance to help keep the work of the public service on track and focused on outcomes.

The measurements in these scorecards will cascade through departments and agencies, and will be used at all levels of Manitoba's public service to support evidence-based decision making. This system of performance management will assist the public service in identifying areas that need more attention. It will also highlight projects that are progressing well. Regular status reports will ensure progress on priorities and accountability for delivering results. And ultimately, the key information from these scorecards will be rolled up and posted publicly to ensure government accountability for results.

The Importance of Measurement

Measuring progress is a critical part of being accountable for results. Measurement tells us if the needle is moving in the right direction and if public policies and programs are having the intended impacts. But measurement also helps public servants to make evidence-based decisions to adjust programs, and can prevent government from investing in programs or services that are not delivering the intended results.

When piloting new approaches, regular measurement of results and progress encourages "fast fails." Fast fails allow the public service to shift effort and resources quickly to either adjust current

approaches or pursue alternate approaches. No matter how thorough an analysis may be, unintended consequences may arise as a result of changes to policies and programs. Detecting and diagnosing these failures in real time saves money and informs future improvements.

As we become comfortable with reporting and acting on unexpected or poor results, we build our capacity for intelligent risk taking. This is a critical element to creating the conditions to foster innovation in the public service.



REPORT PROGRESS ON OUTCOMES

As balanced scorecards are being developed across the public service, work will begin on a public dashboard to report progress on outcomes to Manitobans. The dashboard will highlight the key priorities of government. Through an interactive website, citizens will be able to see government's progress on advancing those outcomes.



Public servants understand the interconnected nature of their work and its impact across the public service. Most outcomes require the focused effort of several different program areas to advance. Using the public dashboard, citizens will be able to select an outcome to see data from contributing programs and read narratives that highlight innovative approaches to advancing the outcome. This will help citizens and the public service understand how progress on outcomes is being achieved.



SIMPLIFY AND ENHANCE ENGAGEMENT

The Manitoba public service recognizes the importance of public consultation – both for legislative purposes, and to ensure policies, programs, and services are being informed by the citizens we serve. Government programs and services exist because they fill essential needs for citizens and communities. Citizen engagement is an essential element of a healthy public service, and engagement is facilitated through a commitment to transparency and ease of access. Therefore, the final component of the plan to transform our work advances the commitment to enhance public consultation.

Through a centralized consultation portal, citizens will be able to easily find and contribute to consultations underway at any given time. This will simplify the ability of citizens to identify opportunities to share their perspectives. It will also provide a convenient location for the results of public consultations and reports to be shared back to the public. The information gathered from citizens through consultation will contribute to improved outcomes by providing relevant data to support improved policy and program development.

Transforming our Culture

To achieve the goals of government and improve outcomes for Manitobans, the culture of the Manitoba public service must evolve. The vision for the future of the public service calls for us to embrace challenges and place innovation at the centre of our work every day. This is a bold vision that requires us to leap forward, and not just inch ahead.

This vision requires fundamental shifts in the way Manitoba public servants view their work, and the way we do our work. It requires the full engagement of every public servant to transform our public service culture from one focused primarily on transactions, processes, and outputs to one that invests time and effort in achieving strategic objectives like outcomes, solutions, and innovations.



Our Vision for the Future

A highly engaged public service that embraces challenges and places innovation at the centre of its work to deliver strong outcomes for Manitobans.

The clarity provided through cascading balanced scorecards will help to redefine the priorities of our work in every workplace across the province. This will provide us with guidance about necessary program reforms. The most challenging aspect of transformation will be the internal work we all need to lead: transforming our culture in the face of continuous change.

Our vision for the future matters because it helps public servants orient themselves to our destination. Achieving this vision will take time, but when we get there, things will look and feel very different. We will be a high performing and outcomes driven public service.

We will work as a flexible, efficient, and forward thinking team. We will be fiscally sustainable in all of our work, and we will be engaged public servants, who are committed to engaging with Manitobans.

The vision provides us with a starting point, so public servants can begin the hard work of collectively striving to achieve it. The vision provides leaders with permission to stop focusing on activities that do not add value; it asks them to invite their teams to identify and take action to eliminate or minimize unnecessary work. The vision also provides public sector leaders with shared expectations and a common commitment to creating a workplace culture that supports these goals.

To achieve our vision and see meaningful changes take root in every corner of the public service, we need to focus our efforts on some of the most entrenched institutional characteristics of our culture. We need to deeply understand the clients we serve and what they need; we must unleash the collective talent, enthusiasm, and creativity of the public service; and we need to create safe space for innovation to flourish. Prioritizing this work will ensure the Manitoba public service is an employer that attracts diverse, skilled professionals – the best and brightest in Manitoba.





FOCUS ON OUR CLIENTS

As public servants, our primary responsibility is to serve. In addition to serving the government in achieving its policy goals, we also serve the clients of our programs. To do this well, we need to deeply understand who our clients are and what they need from us. This information is essential to inform collaborative public policy, service delivery, and program changes.

Public servants must learn to take a citizen-centric approach in their daily work. This will require the public service to shift away from a focus on process toward a focus on the needs of users. To do this, the public service must take a more deliberate approach in engaging and collaborating with clients to share their ideas for program and policy modernization, and providing opportunities for clients to participate in co-design of policies, programs, and services.

Who are your clients?

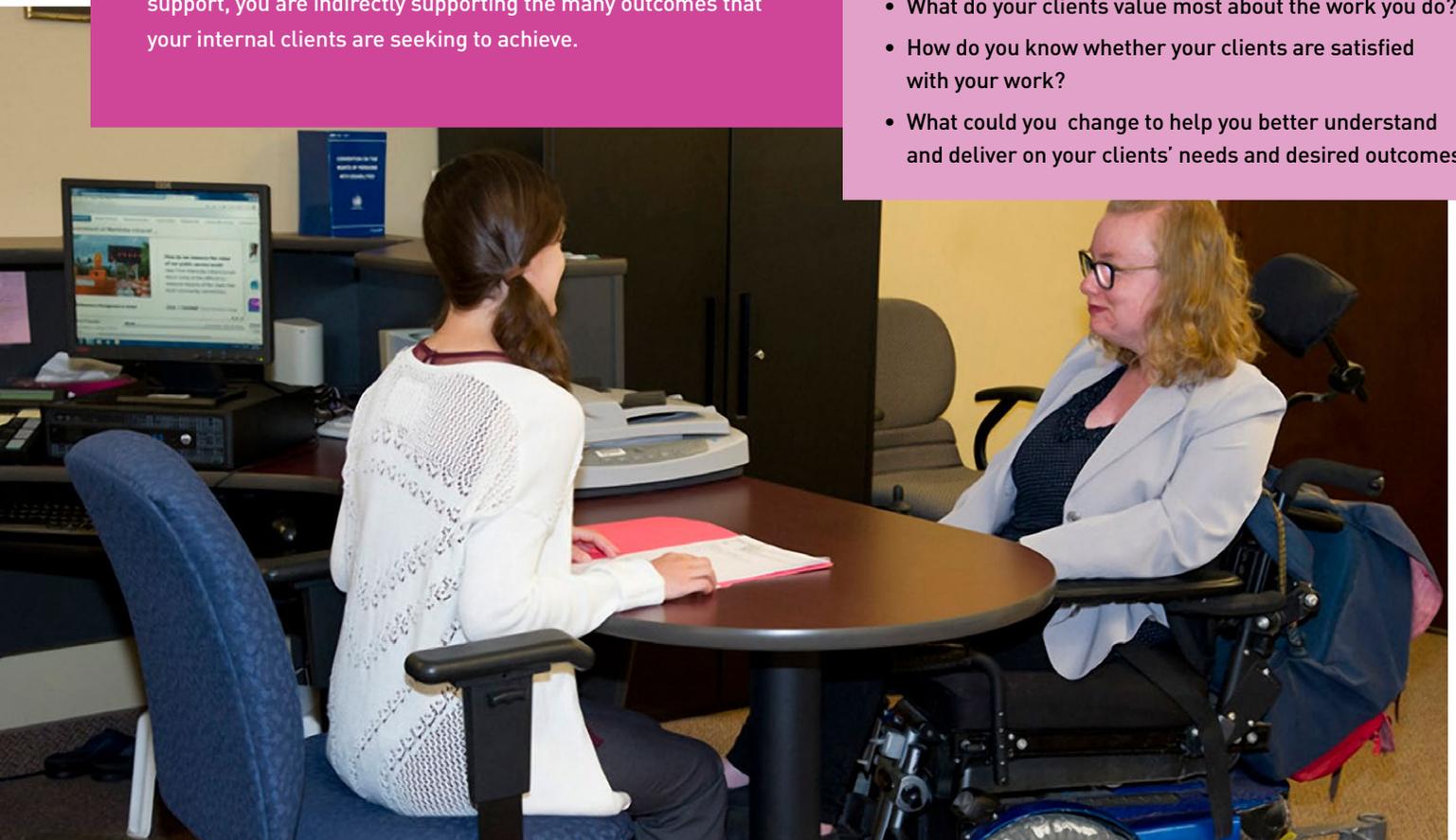
Taking a client-centric perspective requires us to think in different ways. To begin, we need to consider the question: Who are our clients?

For public servants with roles in administration and finance, human resource management, communications, information technology, and other internal service functions, this question can be challenging to answer. The simple response is that your clients are other areas of the public service. The more complicated answer reflects an understanding that, by providing core internal support, you are indirectly supporting the many outcomes that your internal clients are seeking to achieve.

Internal service providers are often hidden within our system. But they play very important roles in advancing priorities across the public service. This makes it even more essential that they fully understand their clients' needs, and find ways to be more efficient and effective in providing the services that are valued the most.

Questions For Discussion

- Who are your primary clients?
- What do your clients value most about the work you do?
- How do you know whether your clients are satisfied with your work?
- What could you change to help you better understand and deliver on your clients' needs and desired outcomes?





HARNESS OUR TALENT

Public service is a special calling, which attracts bright, hardworking, and creative individuals who want to contribute in a positive way to the social, economic, and environmental prosperity of their families, neighbours, communities, and fellow Manitobans. We all come to the public service with distinct backgrounds, life experiences, and talents – and the diversity within Manitoba’s public service is one of our greatest strengths.

Our diversity is also the source of our greatest untapped potential. While the public service may attract incredible people, we must focus our efforts on supporting public servants to bring their whole selves to work. Part of this work involves enhancing the culture of inclusion within our workplaces. We must also develop strategies to support continuous learning and identify and

mobilize talent across the public service. The competencies we need within the public service are changing, and we must supplement the skills of talented public servants to meet the challenges of the future. Only by unleashing the collective skills, enthusiasm, and creativity of the public service can we achieve our mission and improve the lives of Manitobans.

Questions For Discussion

- What is one skill or talent that you have, which could enhance the public service, but which you are currently not using in your daily work?
- How could your talents be fully engaged within the public service?
- If your department could do one thing to unleash the talent hidden in its public servants, what would that be?





FOSTER INNOVATION

Innovation is the product of a creative process. Successful innovation requires clear goalposts, collaboration, and a tolerance for risk. These elements have not historically been a focus of the Manitoba public service. Our organization is siloed, with limited opportunities for horizontal collaboration. Goals of different program areas may be at cross-purposes with one another. And a culture of caution is deeply embedded throughout the public service. Without question, fostering innovation is the single greatest challenge we face in transformation.

In an environment of rapid change, fostering and implementing new ideas must become a routine aspect of our workplace culture. Tinkering around the edges no longer works. Only through innovation can we advance government priorities and deliver improved outcomes for Manitobans. That requires bold thinking and courageous leadership. In 2017, the Clerks and Cabinet Secretaries from across Canada signed on to a joint Federal, Provincial, and Territorial Declaration on Public Sector Innovation (see following page). This Declaration commits Manitoba to taking specific actions to foster and advance innovation within and across the public service.

Questions For Discussion

- How often does your team take time to think creatively?
- What would help you to feel more comfortable in sharing your ideas for positive change in the workplace?
- How could you enable creativity in your team?



Declaration on Public Sector Innovation



To achieve meaningful and lasting results for the people we serve, governments need to work in new and inventive ways with a greater focus on what works and what doesn't. Innovation can do more than just drive strong economic growth. It has the potential to solve the big challenges that we face as Canadians.

Innovation, experimentation and openness require constant effort—even if they present risks. We need to be ambitious, nimble and collaborative to achieve meaningful and lasting results. We need to rely on the diversity, ingenuity and creativity of Canadians to solve real problems. In times of considerable change and uncertainty, the greatest risk is refusing to take chances and try new things.

Following this third annual Clerks and Cabinet Secretaries Conference on Policy Innovation, we, the Federal, Provincial and Territorial Clerks and Cabinet Secretaries, commit to taking the following actions to support innovation in the public sector:

- Seeking out and applying new insights, ideas, tools and technologies to complex problems by working within and across government to continuously improve policies, programs and services;
- Experimenting and measuring results by identifying what works and what doesn't, so that we can invest where we can have the greatest impact;
- Sharing knowledge and data with Canadians in an open and transparent way, while learning from them and incorporating their expertise and input into our work;
- Putting Canadians first by collaborating with all sectors of society including Indigenous peoples, the non-profit and private sectors, and civil society to co-design and implement better policies, programs and services;
- Exploring opportunities to work together on prizes, challenges and other outcomes-based funding mechanisms;
- Continuing the dialogue on innovation and experimentation across Canada by sharing experiences and knowledge, making linkages and establishing partnerships.

Canada is a resilient, inclusive, diverse and outward-looking country. These are our strengths. But we must build on them and be even more inventive if we are to succeed in the face of rapid social, economic, environmental and technological change. Rapid innovation is now the norm in the scientific, business and social sectors. Embracing this innovation is no less important in the public sector and is crucial to building inclusive, sustainable communities.



Building on a Strong Foundation

Transforming the culture of the Manitoba public service will not happen overnight. This internal plan for culture change has been designed for a generation of public servants – and it requires the participation of every public servant to ensure forward progress.

Transformation will be difficult. Some areas of the public service will embrace all three internal priorities; others may struggle to advance even one. The role of central government is to provide support for government-wide initiatives; the role of department leadership is to enable horizontal collaboration and support public servants to make improvements within their scope of influence and authority.



The good news is that we are starting this work with a strong foundation of values, ethics and guiding principles already articulated throughout the public service.

To begin the work of transformation, public servants should first assess where there might be gaps in the foundation of their work culture. Filling these gaps – through education and experience – is an essential first step for all areas of the public service.

The three strategic priorities of Focus on the Client, Harness our Talent, and Foster Innovation are inextricably linked and their success requires a strong understanding of and commitment to the following values, ethics, and guiding principles that are foundational to the public service.



WE ACT IN THE PUBLIC INTEREST, WITH INTEGRITY, RESPECT, SKILL, AND DEDICATION

Manitobans deserve excellence in the public service, and public servants should be proud to build careers in the service of Manitoba's citizens. Whether in a formal leadership role or not, all public servants have influence and should strive to be role models for others. The Manitoba Values and Ethics Guide explains the foundational values and ethics that all public servants are expected to uphold: acting in the public interest, with integrity, respect, skill, and dedication.

As keepers of the public trust, our actions send strong messages about what is acceptable. We set a moral and cultural tone for our colleagues and also for the clients and communities we serve. How we behave as individual public servants matters. Public servants are, at all times, stewards of the public trust and representatives of the Government of Manitoba. It is an honour and privilege to be a public servant, and our actions need to respect this honour.

AN ETHICAL, PROFESSIONAL, AND NON-PARTISAN PUBLIC SERVICE

Trust is the foundation of the relationship between elected officials and the public service. Elected officials are responsible for setting direction and outcomes, and they rely on public servants to carry out roles and advance government priorities as directed. As an ethical, professional, and non-partisan public service, we are trusted to provide fearless advice and ensure loyal implementation of government direction.

All public servants take an Oath of Office when they join the public service. They promise to act in the public interest, maintain confidentiality, and protect the reputation of the public service. This Oath is therefore our commitment to integrity in protecting the trust relationship with government. It is essential that all public servants have a strong understanding of the importance of their role, in order to build on our culture and support transformation.





ACHIEVING EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT

We can only achieve excellence through a commitment to advancing our knowledge, skills, and competencies and to the continuous improvement of our policies, programs, and processes. In some areas, the status quo may seem good enough. But good enough is a low yardstick; Manitobans deserve excellence from their public service.

Adopting a philosophy of continuous improvement creates a link between where we are today, the changing needs of our clients, and the outcomes government is trying to achieve. Continuous improvement can be applied in a formal way, through process improvement events, program evaluations, and professional development. It should also be applied every day to simplify daily work, build capacity, and find ways to increase the value of public services to citizens.

WE RESPECT AND HONOUR DIVERSITY AND INCLUSION

As Manitoba's public service serves all Manitobans, it needs to be reflective of all Manitobans. More importantly, our culture must be one in which all public servants can bring their whole selves to the workplace. Diversity is the key to unlocking innovation and creative problem solving, and so the experiences, talents, and enthusiasm of public servants can only be harnessed if our workplace cultures are diverse, respectful, accessible, and inclusive. Leaders at all levels of the organization set the tone of inclusivity, but every public servant contributes to our culture.

Leveraging the value of diversity within the public service begins with our organizational culture. Public servants deserve the benefits of working within a diverse, inclusive, and respectful environment. This encourages engagement, and also brings together valuable perspectives that enhance and advance the ability of public policies, programs, and services to meet the changing needs of the rich diversity of people who call Manitoba their home.



ADVANCING RECONCILIATION

The Path to Reconciliation Act formalizes Manitoba's commitment to advancing reconciliation, as guided by the Calls to Action of the Truth and Reconciliation Commission. Indigenous people are the fastest growing demographic group within Manitoba, and the Act recognizes the importance of Indigenous people to the future of our province. Therefore a strategy to transform the culture of the public service can only be successful if reconciliation is woven into the fabric of our culture.

Understanding Reconciliation

"Reconciliation" refers to the ongoing process of establishing and maintaining mutually respectful relationships between Indigenous and non-Indigenous peoples in order to build trust, affirm historical agreements, address healing, and create a more equitable and inclusive society. This is the definition developed by the Truth and Reconciliation Commission and adopted by the Government of Manitoba.

Every Manitoba public servant has a role to play in advancing reconciliation. This begins with public servants learning about our shared history with Indigenous people and listening to diverse Indigenous voices. Public servants should seek to understand the relationships, hopes, and aspirations of Indigenous people and use this knowledge to guide concrete and constructive action to improve future relationships between Indigenous and non-Indigenous people. This includes a commitment to making sincere and meaningful changes to the way we provide public services, considering opportunities to co-create solutions to Manitoba's greatest challenges together.



Taking Action

This discussion paper is intended to challenge every public servant to take action – beginning today – to transform our culture and our work. Regardless of your job title or responsibilities, you can affect change by aligning your work with the Transformation Strategy and influencing the culture of your organization through your team, working groups, and broader networks.



This section of the paper provides specific ways that you can make meaningful contributions to the transformation of our culture.

GETTING STARTED

Throughout this paper, we have included a number of questions designed for consideration and discussion. We suggest you start with these. Transforming the public service will involve culture change in workplaces, divisions, departments, and across the public service broadly. But it starts with you. Beginning within your own work group, use the questions in this paper to begin a dialogue about where your area needs to focus its initial efforts to ensure we build on a culture that is grounded in a strong foundation of our guiding principles and values.

Within your work area, brainstorm ideas for how you can enhance your culture – and pick one idea to implement this month. Connect with others, share your ideas and progress, and explain what you have learned from your experiments. You might add a few activities to your learning plan to help you be fully engaged in transformation as you grow in your career as a public servant.

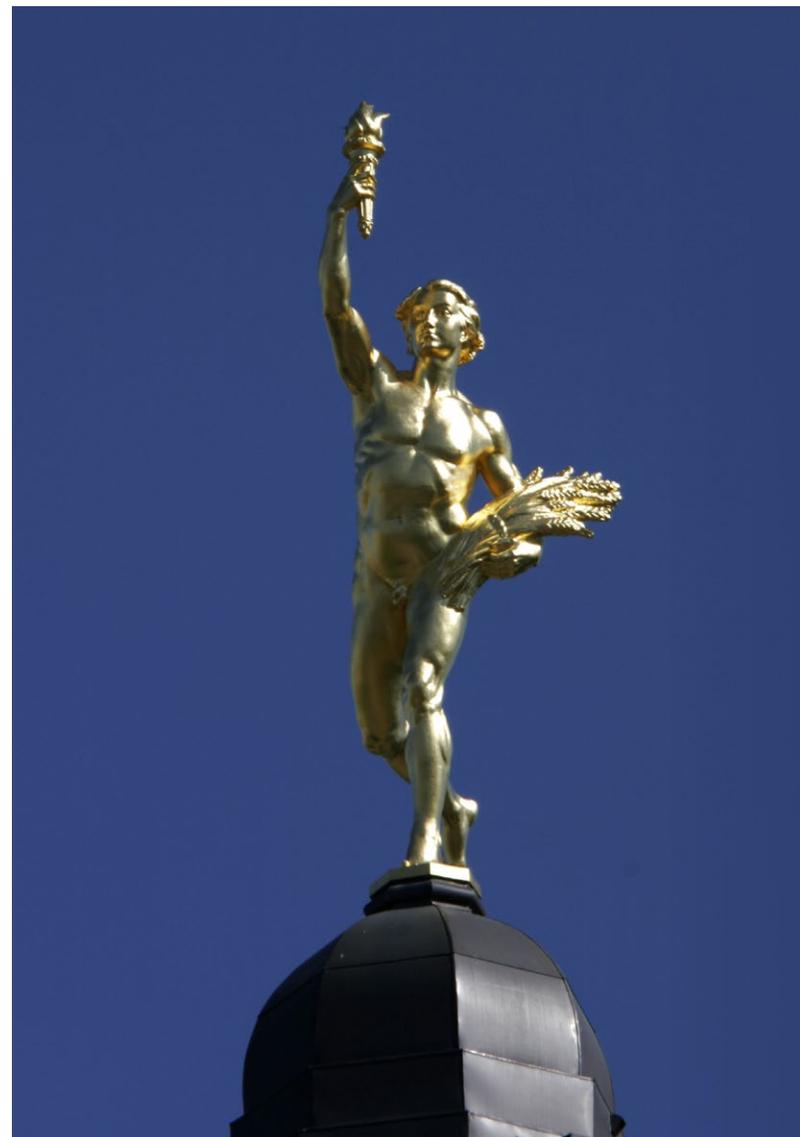
LEADING TRANSFORMATION

If you are, or have a desire to become a leader within the Manitoba public service, then focus your efforts on supporting the advancement of ideas that your colleagues and teams generate. Coach them to evaluate their ideas and develop them into plans. Then help them move their ideas forward, using their learning plans

as a starting point. Create space to support innovation, and help your team by eliminating barriers and mitigating risks that might be in the way.

NEXT STEPS

As transformation grows from a strategy into action, you will begin to see opportunities to become involved in advancing transformation in your department and through interdepartmental networks. Watch for these opportunities, discuss them with your supervisor, incorporate them into your learning plans, and take an active role in building the Manitoba public service of the future.



Conclusion

The Transformation Strategy for the Manitoba public service is a framework for action. It provides direction and focus, and it asks all Manitoba public servants to take an active role in shaping our culture for the future.

The pace of change is only gaining speed. As technological, environmental, and socioeconomic changes continue to advance, the impacts will be felt globally and locally. As a result, we will see evolving citizen expectations and increasing complexity of public sector challenges. This will be felt across the public service, and we need public servants to find new solutions.

Our culture is the product of the generations of public servants who came before us. Today, we have an exciting opportunity to build on the strong foundation they laid. The future of our province rests on the ability of public servants to respond to change, and to proudly serve Manitobans with the integrity, innovation, and enthusiasm of a world-class public service.

This is our time to take action, work together, and build our culture for the future. Transformation begins today.

Notes

This document is available in alternate formats upon request.