

National Managers' Community Annual Report to the Clerk of the Privy Council & Key Stakeholders 2019



Message

2019 was an exciting and successful year for the National Managers' Community (NMC) – we **connected**, **engaged** and **collaborated** with managers, the extended NMC network across departments and regions and with key stakeholders. We listened to what managers had to say and communicated their messages to senior leaders and to you.

What do we know? All across Canada, the NMC actively supports one of the most influential segments of the Federal Public Service. More and more research points to the importance and impact of engaging middle managers to successfully deliver services and results, including the successful implementation of the Beyond2020 initiative.

The goal of the 2019 Annual Report is to have the NMC and its network's impact come alive! The NMC Secretariat consists of 10 FTEs and it would be impossible to accomplish its strategic objectives (being the **voice**, **collaborating & connecting** and undertaking **outreach & engagement**) without the support of countless volunteers. We counted them! The number of dedicated individuals contributing time outside of their regular work objectives in support of managers is **519**; this consists of passionate managers and ADM/Regional Champions representing the entire public service from coast to coast to coast.

Why was 2019 a successful and exciting year for the NMC? While representing the **voice** of **40,000+** managers, we had the honour of bringing forward their **voices** in person, via webcast and video to a record number of senior leaders during Deputy Minister Committee meetings, the ADM Forum and Regional Federal Council meetings. We highlighted the day-to-day realities of managers and raised awareness of their challenges; from Yellowknife to Charlottetown to Sudbury, managers were heard.

The NMC also successfully delivered 32 interactive Learning Days for Managers and a variety of other events in every region and to new locations – thanks to the support of **collaborators** like the Canada Revenue Agency, the Department of National Defence, Regional Federal Councils and the Canada School of Public Service. By delivering remote offerings, managers felt valued and more inspired to **connect** locally with their peers and senior leaders from other departments, and were able to acquire the tools they require to manage their workload and support their teams without travelling. A recurring comment from the evaluations we received across the country is – *when will you be back?*

Through one-on-one connections with managers at NMC kiosks, as well as through active and targeted social media campaigns, the **outreach** undertaken by the NMC has led to an increased following on all NMC platforms. Stakeholders recognize the NMC as a trusted medium to **engage** managers in shaping and implementing the priorities of the Government of Canada and in contributing to the public service of today and the future.

As we submit the 2019 Annual Report, the small and mighty NMC team and its extended network is already working diligently towards celebrating the National Managers' Community 20th Anniversary in 2020.



Christine Donoghue, Deputy Minister Champion, NMC



Kimberley Macies, Executive Director, NMC



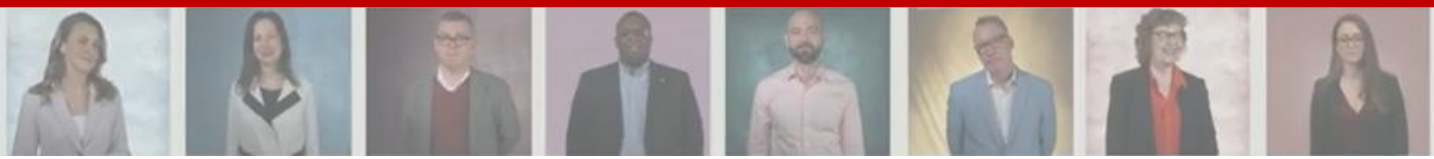
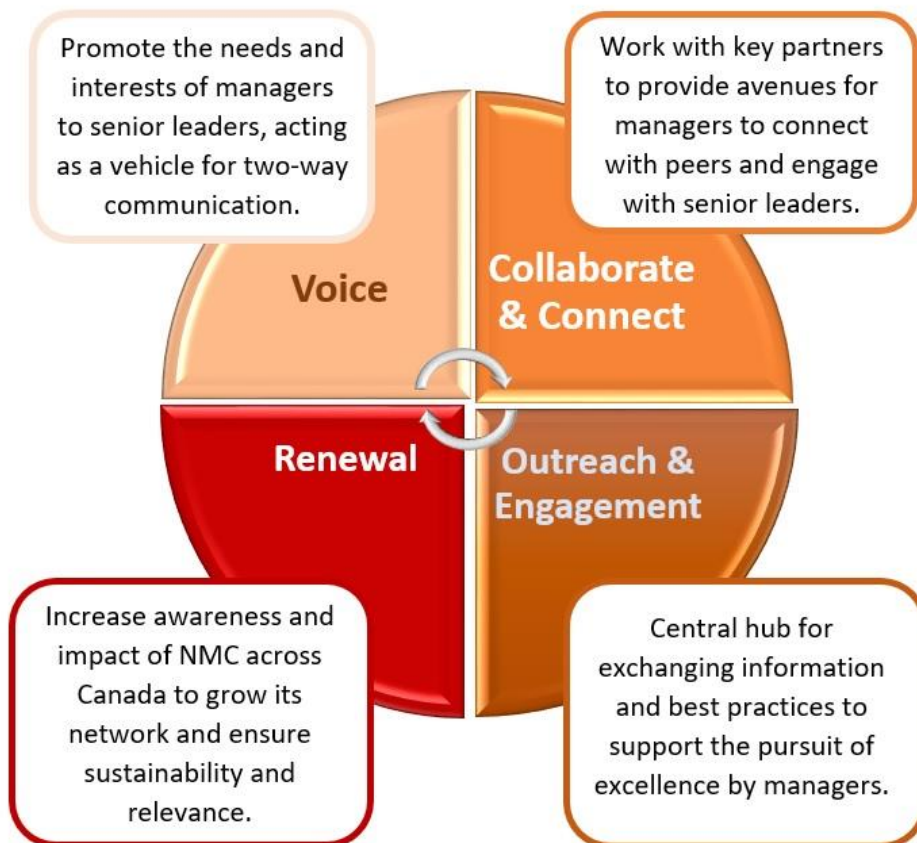
NMC Mandate

CONNECT, ENGAGE and COLLABORATE

The National Managers' Community (NMC) is a key horizontal network representing the voice of **40,000+** managers that strives to:

- **CONNECT** managers with peers, senior leaders, resources and tools enabling them to better achieve their objectives;
- **ENGAGE** our network and stakeholders; and
- **COLLABORATE** with central agencies and other partners in support of public service wide priorities.

Strategic Objectives



NMC Network

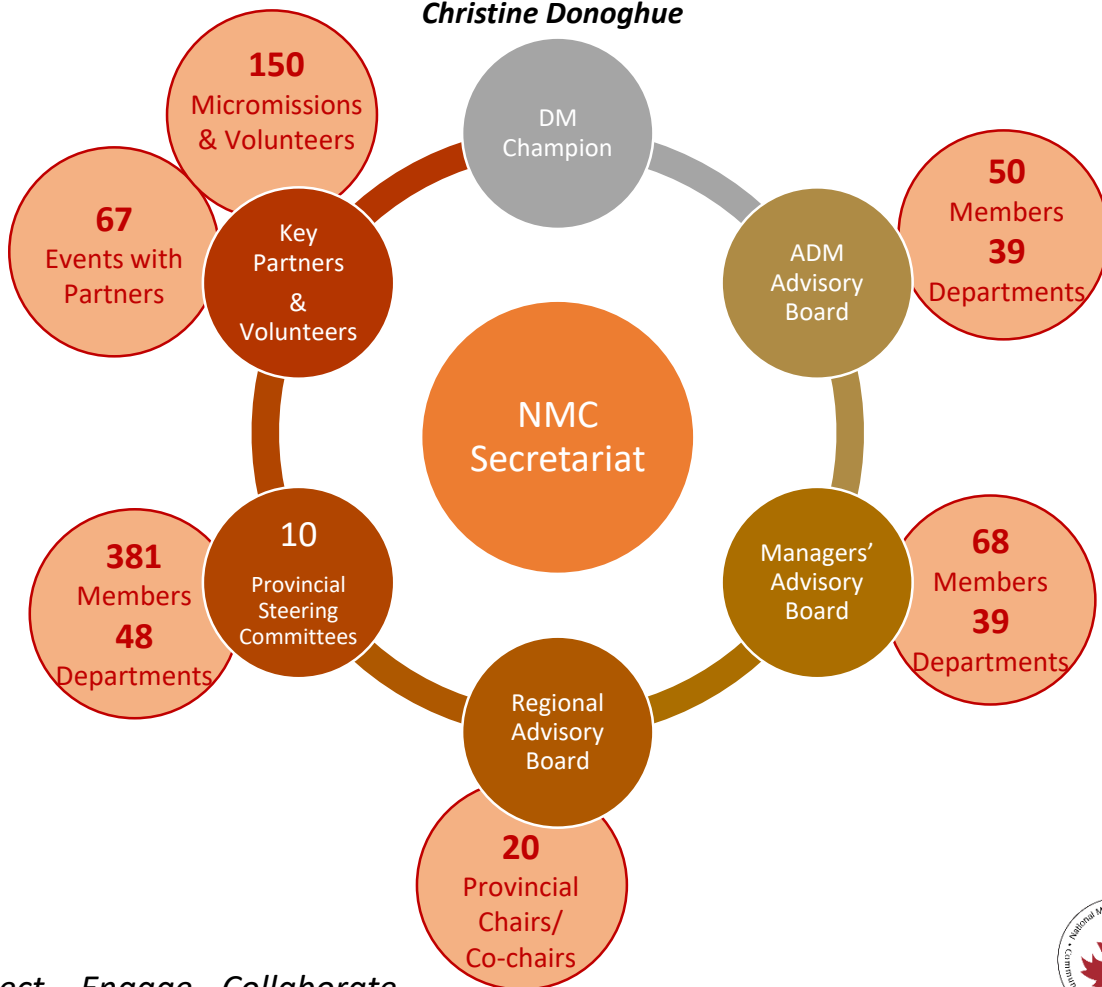
By extending the NMC Network across departments, agencies and regions; more managers are better able to connect, engage and collaborate with public servants at all levels to achieve their objectives and deliver on government-wide priorities.

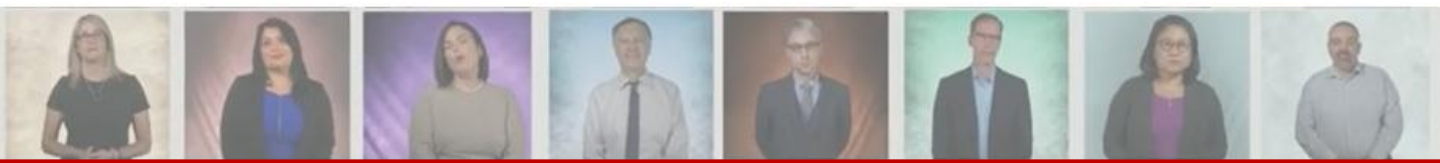
Did you Know?

Provincial Steering Committee and Advisory Board members spent **3,500** hours on the side of their desks, discussing issues of importance to the managers' community with the NMC network.

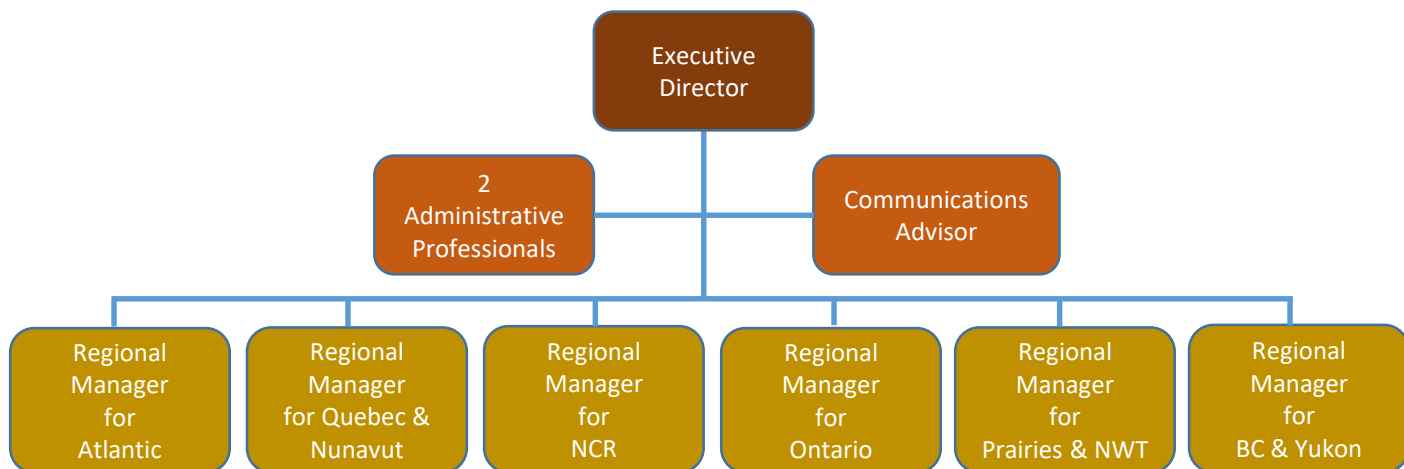


Christine Donoghue





NMC Secretariat



The NMC Team during their face to face meeting in Ottawa at the PMO on February 13, 2019. The Beyond2020 team at PCO facilitated the teams' plan to be more agile, equipped and inclusive.

The Voice

Bringing the voice, needs and interests of managers to senior leaders and key stakeholders to raise awareness of the barriers to success and allow managers across Canada to be heard.

The NMC is a trusted medium to engage managers. The network was consulted **32** times to shape the priorities of the Government of Canada. Here are a few examples:

- PSC – GC Jobs Transformation
- OCHRO – New Policy on People Management
- PS Renewal – Beyond2020 Data and Measurement Working Group
- CSPS – Idea Jam on Learning
- OPSA – GC Workplace Accessibility Passport

The NMC represented the voice of managers to over **1,000** senior leaders:

- Deputy Ministers’ Committee on Public Service Renewal
- Public Service Management Advisory Committee (x2)
- Assistant Deputy Minister Forum
- Beyond2020 Champion/ Chair Symposium
- Regional Federal Council Meetings
- Executive Leadership Development Program
- Inside the Relationship Between Managers and Senior Leaders Webcast



Watch now!



The NMC gathered managers from all regions of Canada to record a video providing a glimpse into their day-to-day realities. It was presented to Deputy Ministers at the Public Service Management Advisory Committee (PSMAC) meeting on June 21, 2019.

NMC Video: Canada’s Federal Public Service Managers: Mobilizers, Influencers and Innovators



Did you know?

The NMC worked with the PSC to enable Patrick Borbey, PSC President to hear directly from **114** managers across the country.

“I think it just comes back to two-way communication really...”

– Bill Houston, AAFC Prairies (3:16-3:20)



Bill Houston
Prairie Region

“...in the context and philosophy of the National Managers’ Community, the notion of engaging and the notion of exercising your voices are so important ... what I am trying to do from my end is to get my colleagues to better listen to these voices and it’s through that collective dialogue that we will find solutions...”

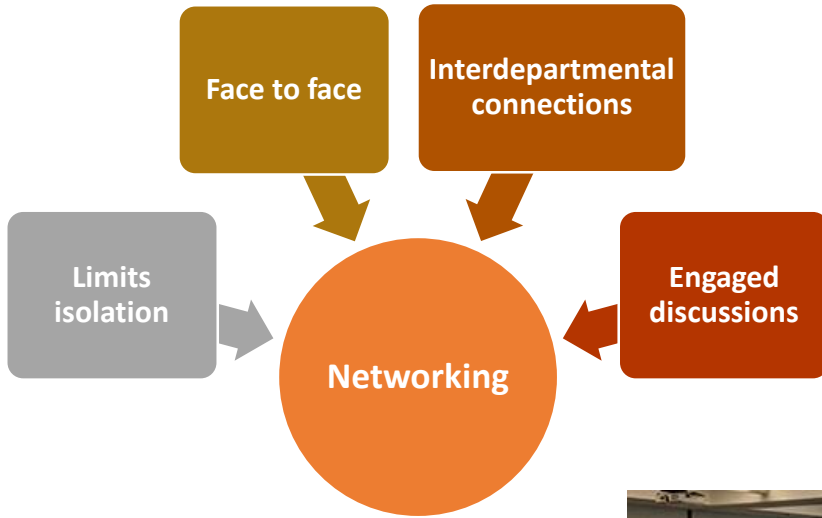
– **Christine Donoghue, CRA, NMC DM Champion**– Inside the Relationship Between Managers and Senior Leaders (38:32-38:57)





Collaborate and Connect

Collaborating with key stakeholders, permits the NMC to deliver/ facilitate opportunities for managers from all departments and regions across Canada to connect with peers and senior leaders, strengthen their network and acquire resources and tools.



NMC Video: What do you need to make your job better?
 "...More collaboration between Headquarters and regional managers."
 - Mona Rai, CRA, BC (2:03-2:08)



Thank you to our key partners and ambassadors who enable us to grow and do more in support of managers!

- Public Service Renewal Secretariat, PCO
- Office Chief Human Resource Officer
- Public Service Commission of Canada
- Regional Federal Councils
- Canada School of Public Service
- Federal Youth Network
- Office of Public Service Accessibility
- Senior Leaders' Networks



29 senior leaders and 10 managers from every region in Canada participated in the ADM Forum on April 25, 2019 to discuss engaging leadership for the future

Did you know?
140 senior leaders participated in NMC events in 2019.



"As the first time for this event in the region, the Saskatchewan NMC Tap the Top Event was a huge success! It was a fun and interactive way to connect managers and regional senior leaders by sharing experiences and perspectives on the key leadership competencies. This evening was just as rewarding to the senior leaders as it was for the managers through this rich conversation. It was very inspiring to meet so many managers who truly care about their own leadership journeys and the future of the Public Service."
 – Cheryl Baraniecki, PSPC, NMC Prairie Champion



Outreach and Engagement

By engaging managers with proactive and targeted interactions, the NMC acts as a central hub for facilitating dialogue and exchanging information and best practices on key and upcoming issues. The NMC experiments with different mediums to reach new managers and expand its network.



32
Kiosks

"In May 2019, The Office of Public Service Accessibility (OPSA) launched "Nothing Without Us", an accessibility strategy for the federal public service. The NMC is partnering with OPSA to support the implementation of the strategy. Managers play an important role in creating an inclusive public service where every employee can achieve their full potential. OPSA was able, through the NMC, to engage managers in a two-phase, online benchmarking study on workplace accommodations. More than 1,800 managers participated in the first survey, with a sub-set of these participating in the second wave. OPSA will continue to reach out to managers through the NMC so that together we can shape an accessibility confident public service."

- Luna Bengio, Principal Advisor to the DM, OPSA



The NMC relaunched their Website in July. Take a look!
www.managers-gestionnaires.gc.ca



Social Media Followers

Facebook		595	52,2 %	↑
Twitter		3,681	18,1 %	↑
GConnex		3,344	15,15 %	↑
TOTALS		7,620	18,8 %	↑

October is Healthy Workplace Month. In 2019, The NMC and the Federal Youth Network launched the [#GCWellnessinMotion](https://twitter.com/GCWellnessinMotion) Challenge, encouraging public servants from across the country to spend time exercising.

Congratulations!

Top three departments:

- 1 – IRCC = 8,606.5 minutes
- 2 – IRB = 4,942 minutes
- 3 – SSC = 4,097 minutes

Individual winner:

David Meloshko with IRCC (Alberta) = 4,310 minutes



A monthly content series on the NMC GConnex page that draws attention to relevant and timely initiatives taking place across the Government of Canada.



Renewal

The NMC is constantly cultivating new relationships and developing new ways of reaching and connecting with managers; ensuring we remain sustainable, relevant and impactful in an evolving public service.

In December, the NMC launched an evaluation of the NMC Advisory Board Meetings to ensure there is value and that members are supported in their roles.

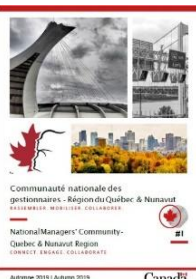


Did you know?
44 new members joined the NMC Provincial Steering Committees and Advisory Boards in 2019.

42 regional & national newsletters were sent to the network.



Sign up here to ensure you receive yours!
 - [NMC Newsletter](#)



Celebrating 50 years of OL!

The NMC initiated a new partnership with the Office of the Commissioner of Official Languages in Atlantic Canada to celebrate [#LinguisticDualityDay](#) with a game of JeoParody, held in four locations on September 12, 2019.

"As a front line manager, I am busy managing my team and working towards the goals and objectives that we have set for ourselves. The NMC provides me with information and opportunities to recharge my batteries, build my resiliency, and polish my skills. Receiving an email from the NMC, from the national team or from my Regional Manager, is like receiving a small gift that will provide me with insight and opportunities to learn."
 - Paul Berry, ISED, NS Steering Committee Co-Chair





Learning Day for Managers 2019-2020

#LDM2019



Journée d'apprentissage pour les gestionnaires

2019-2020

#JAG2019



The Learning Day for Managers (LDM) program was developed from consultations with the extended NMC network across Canada - we were told it's important to create a day for managers to let them network to strengthen their circles; and find tools to support themselves and their teams.

680 participants at 12 LDM

27 departments participated

Top 4 departments with the most participants:

1. CRA
2. ESDC
3. VAC
4. DFO



Robert Armstrong delivered on Resilient Teams at the Halifax LDM on November 13, 2019

"I really enjoyed the day. It was informative, thought provoking and I came away with some different tools to increase the engagement of my team. I really enjoyed the keynote address by Jennifer Carter. What a powerful address!" – LDM participant, NCR



A big shout out to CRA, DND, CSPS and the RFCs for their collaboration and support during the LDM this year!!

OBJECTIVES

- To provide an opportunity for managers and aspiring managers to learn together, and to further strengthen their networks and community.
- To examine management and leadership practices that build resiliency, cultivate personal growth, promote inclusion and contribute to safe workspaces and public service excellence.
- To understand unconscious bias and learn how it can shape tendencies and decision making.
- To explore ways to build team resilience at work and strengthen strategies for increased resilience.

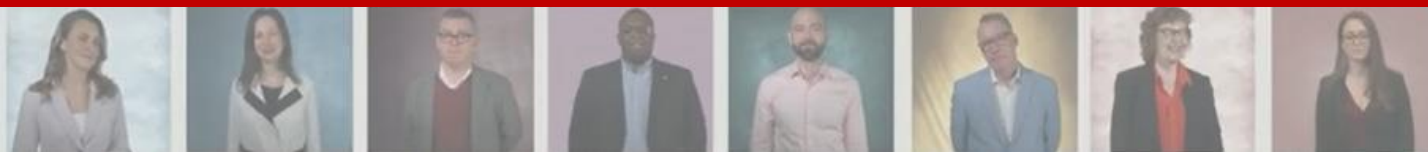
"We see a lot of value in working with the NMC and participating in the Learning Days. These encounters are helping us connect with the needs of public servants across the country, establish relationships based on trust, and create safer, healthier, more inclusive and diverse workplaces."

– Marc-André Anderson, OCHRO



NMC Events

NMC **connected** with and **equipped 3,000** managers at **88** NMC events in every region of Canada in 2019!



Beyond 2020 Report

Inclusive in developing ideas and decision making



Expand partnerships and remove barriers to collaborate

- ✓ Provincial public servants from Ontario contributed and participated in the Learning Days for Managers (LDM), creating new networks.
- ✓ New locations for LDM helped remove barriers for collaboration and participation - Sudbury, Chilliwack, Kelowna, Sherbrooke & Shawinigan.
- ✓ Academics from Queens University, University of Alberta School of Business and the Ontario College of Arts and Design contributed to LDM and other initiatives.
- ✓ Kiosks held at IPAC & APEX.



Participants at the LDM in Sudbury on October 24, 2019



Daryell Nowlan (Atlantic Regional NMC Champion), Kimberley Macies (NMC Executive Director) and Jonathan Labelle (NMC NCR Regional Manager) at the APEX Conference in Ottawa on May 28 & 29, 2019

“Small regional offices benefit so much from cross government collaboration; we don’t have as much opportunity within our own regional offices. It opens up an entire network of colleagues with whom I can lean on.”

- Katie Consack, Service Delivery Manager, Ministry of Labour, Training and Skills Development, Province of Ontario





Beyond 2020 Report

Inclusive in developing ideas and decision making



Co-create by bringing different perspectives to the table

- ✓ Provincial Steering Committees contributed significantly to the Learning Days for Managers across Canada.
- ✓ Collaborated with the Canada Revenue Agency's Communications Team in the production of the NMC video
- ✓ Co-created with the Northern Federal Council (NFC), CanNor and Deloitte to develop and deliver *Disruption by Design Innovation Labs* in Whitehorse, Yellowknife & Iqaluit.
- ✓ NMC Quebec Region worked with the Canada Space Agency (CSA) to develop and deliver an interdepartmental issue-based event on the theme of *Managing Workload*.
- ✓ Tap the Top Gala – The NMC SK Steering Committee, SK Senior Leaders' Network and the Prairie Federal Council hosted an interactive event with managers and senior leaders.

"A collaboration between the NMC and the Northern Federal Council on the delivery of the first ever Disruption by Design workshop for the 2019 Innovation Fairs in all three territories was a great opportunity for managers and all public servants in the North who took advantage of this activity. We hope to be able to continue working with the NMC and spark more interdepartmental collaboration for innovation!"

- Jacqueline Lalonde, NFC

"At first glance, we were surprised at the response from people, outside participants. There was an interest in the topic of workload management, for one, but also to come and network."

- Nathalie Lévesque, CSA Co-chair,
(0:49-1:04)



Christine Donoghue and Kimberley Macies with the participants at the Meet & Greet in Yellowknife on June 4, 2019



CSA event, October 30, 2019

Reflection & Action 2000-2020

Led by the efforts of Mike Nurse and Michelle Comeau, the National Managers' Community (NMC) first took shape in 2000 as a fusion of existing smaller manager communities from across Canada.



Mike Nurse

The NMC's mandate was to support managers to enable them to be more effective in their work. It accomplished this by promoting learning and development to address the broad needs of managers. While these needs have evolved significantly since 2000, the NMC's dedication to effectively support managers remains as strong as ever. It continues to work diligently to voice managers' concerns, to anticipate challenges and opportunities and prepare managers to lead in today's dynamic public service.

NMC Network

Providing the NMC with guidance, advice and advocacy, the ADM Advisory Board continues to play a key role in sharing the voice of managers in their respective departments and regions. The Managers Advisory Board and the newly created Regional Advisory Board are well established as active and influential bodies, critical to the success of the NMC mandate.

In 2020, the NMC will focus on fully engaging and strengthening its extended network by ensuring cross-departmental representation on all Steering Committees and Boards.

Voice

To better meet the needs of managers and accurately communicate challenges to senior leaders, the NMC is gathering manager-specific data through initiatives like the report on the Public Service Employee Survey's results. The NMC is also developing more regional events designed to encourage managers and senior leaders to further increase engagement and build confidence and trust.

Collaborate & Connect

Both the Treasury Board Secretariat and the Regional Federal Councils have played key roles during NMC's first twenty years and our bond remains strong. They continue to work closely with the NMC and support initiatives nation-wide including the Managers' Learning Days and other initiatives.

Working with other partners such as the Office of Public Service Accessibility, the Public Service Commission and the Canada School of Public Service, the NMC is better able to equip managers with the tools and resources they need to eliminate barriers to full inclusion in their workplaces and better support their teams.

Outreach & Engagement

The NMC continues to grow its social media presence by exploring new ways to connect with managers. One example is the upcoming launch of the Thinking Out Loud VLOG, through which NMC DM Champion, Christine Donoghue, will directly engage with managers on a variety of topics.

Focusing on NMC Beyond2020 Action Plan commitments, in 2020 the NMC will fully explore engaging other levels of government and academia in its upcoming activities.

NMC's 20th Anniversary: 2020 is a year worth celebrating. – Watch for upcoming announcements!



www.managers-gestionnaires.gc.ca



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@NMCCNG



GConnex

National
Managers'
Community

