



National  
Managers'  
Community

Communauté  
nationale des  
gestionnaires

# NMC Strategic Plan 2023-2026



Leadership is evident in the way we deal with whatever circumstances we face, and I have been impressed with the leadership I have seen from managers over the past year. Our willingness to act with agility as appropriate is what gives me great confidence as we enter the next phase of public service renewal and transition.

We cannot lose sight of our goal. It is an ongoing effort to transform ourselves for the long term. It is not only the right thing to do for our people; it is one of the key elements in designing and delivering better programs, services and policies for all Canadians.

The National Managers' Community (NMC) and its events are tools to help develop the next generation of leaders. Today's tough problems need leadership at all levels.

*Arun Thangaraj, NMC Deputy Minister Champion*

# The Role of the National Managers' Community

The NMC represents, supports, and promotes the needs, interests and aspirations of all federal public service managers as they work towards achieving public service objectives.

Data has shown that although managers felt ill-equipped during the pandemic, employees' data shows that they were satisfied with the supervision, valued the workplace accommodations that were implemented and appreciated the support available for their mental health and well being.

Self-care and resilience are vital in these times of constant change. Managers can model self-care simply by acknowledging and communicating their own needs. When they are comfortable with being uncomfortable, this gives others permission to share their authentic selves. It demonstrates managers' investment in developing inclusive leadership skills and establishes a sense of belonging and trust for all.

The National Managers' Community is the network where you can find your support system.

*As the Clerk of the Privy Council said:*

*"...the public service needs to continue harnessing the lessons we have learned during this past year to deliver on the government's priorities and be ready to support Canadians—whatever comes next."*

*"...The future is likely to be uncertain. The expectations will be high. But we are in this together."*

## National Managers' Community (NMC) Priorities

**Hybrid Work**



**Future of work**

**Resilient Work Force**



**Equip with proper tools**

**Diversity, Recruitment & Retention**



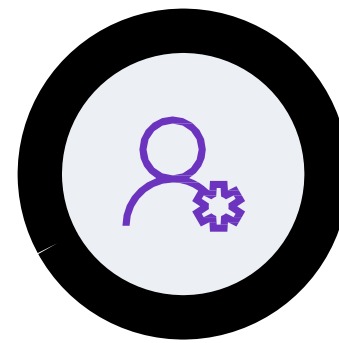
**Call to Action – Recruit with intention**

## NMC's Mandate

**To sustain and enhance managers' capacity to drive public service renewal as they:**



**Navigate an ever-changing work reality by supporting mental health and well-being.**



**Embrace career development tools and opportunities, foster talent and model a mindset of continuous learning.**



**Combat all forms of racism and discrimination and continue to build an accessible and inclusive Public Service.**

# How We Will Get There

The NMC will deliver on its mandate by meeting these strategic objectives:

## FACILITATING TWO-WAY COMMUNICATION



Advancing the needs and interests of managers to senior leaders and central agencies, as well as collaborating with key partners to share additional information concerning public service priorities.

## UNDERTAKING OUTREACH AND PROMOTING ENGAGEMENT



Increasing our visibility and membership by organizing activities, attending stakeholders' events, functioning as an information hub for managers and encouraging collaboration.

## CONNECTING



Providing opportunities for managers to network and connect with their peers.



## SUPPORTING RENEWAL

Expanding awareness of all that we have to offer across regions, departments and agencies to maintain our relevance.



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## Outcomes, Key Activities and Alignment with Strategic Objectives

OUTCOMES	KEY ACTIVITIES	STRATEGIC OBJECTIVES / PRIORITIES
<p>Gain insights into the managers' working reality.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ work with partners and stakeholders to identify relevant data: exploring who our managers are (demographics etc.), what their responsibilities are (policies, etc.) and their distinct realities through evaluations, pulse surveys and manager consultations.</li> <li>▪ work with partner organisations on collecting, compiling, analyzing and sharing emerging data.</li> </ul>	<ul style="list-style-type: none"> <li>*Supporting Renewal</li> <li>*Facilitating Two-Way Communication</li> </ul>
<p>Strengthen partnerships and create powerful opportunities for managers' upskilling and development.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ collaborate with central agencies in their work. e.g. monthly meetings with OCHRO, PSC and CSPS.</li> <li>▪ collaborate with partner groups on national activities.</li> <li>▪ maintain our strong relationship with APEX, e.g. through on-going review and modifications of the Practical Guide for Aspiring Executives.</li> <li>▪ support training and delivery of co-development groups and peer coaching circles.</li> </ul>	<ul style="list-style-type: none"> <li>*Connecting</li> <li>*Undertaking Outreach and Promoting Engagement</li> <li>*Facilitating Two-Way Communication</li> </ul>

OUTCOMES	KEY ACTIVITIES	STRATEGIC OBJECTIVES / PRIORITIES
<p>Support anti-racism, diversity and inclusion, renewal and wellbeing.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ share available information and resources on topics that matter to managers such as current work realities, diversity and inclusion, well-being, recruitment, retention, career development and more.</li> <li>▪ promote opportunities for learning on the above topics offered by our partners and align with managers' learning needs.</li> <li>▪ continue to offer a combination of in-person and virtual opportunities for managers to connect.</li> </ul>	<ul style="list-style-type: none"> <li>*Connecting</li> <li>*Undertaking Outreach and Promoting Engagement</li> </ul>
<p>Sustain regional engagement.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ connect regularly with regional steering committees and co-chairs in each of the regions.</li> <li>▪ redefine the role of the steering committees, as the Terms of Reference are reviewed.</li> <li>▪ organize one in-person managers' connect day in each province and territory, provided sufficient funding is available and NMC team is fully staffed.</li> <li>▪ work closely with managers to identify and share good practices as the transition phase progresses.</li> </ul>	<ul style="list-style-type: none"> <li>*Undertaking Outreach and Promoting Engagement</li> <li>*Facilitating Two-Way Communication</li> </ul>



OUTCOMES	KEY ACTIVITIES	STRATEGIC OBJECTIVES / PRIORITIES
<p>Increase NMC membership.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ continue to grow awareness of NMC through targeted outreach (such as NMC’s own Managers Connect sessions, and through kiosks, talks, panels, etc. at events of partner organizations).</li> <li>▪ expand collaboration with internal manager networks across the country.</li> <li>▪ encourage departmental representation on the NMC Managers’ Advisory Board (MAB) and NMC Assistant Deputy Minister (ADM) Advisory Board.</li> <li>▪ revamp and keep our external web platform / brand current.</li> </ul>	<ul style="list-style-type: none"> <li>*Undertaking Outreach and Promoting Engagement</li> <li>*Facilitating Two-Way Communication</li> </ul>
<p>Engage Governance Boards that provide effective guidance.</p>	<p>The NMC will:</p> <ul style="list-style-type: none"> <li>▪ coordinate Governance Boards that provide advice and guidance, and meet in accordance with the Terms of Reference.</li> <li>▪ hold in-person meetings of the NMC Governance Board on key community issues.</li> <li>▪ continue to refine and evaluate to ensure the continued relevance of NMC Governance Boards, and reflect updates in the Terms of Reference through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>*Supporting Renewal</li> <li>*Facilitating Two-Way Communication</li> </ul>

OUTCOMES	KEY ACTIVITIES	STRATEGIC OBJECTIVES / PRIORITIES
<p>An effective and efficient NMC Secretariat.</p>	<p>The NMC Secretariat will:</p> <ul style="list-style-type: none"> <li>▪ streamline planning and reporting processes, given the transient nature of the NMC staffing structure.</li> <li>▪ report to the Clerk of the Privy Council on its activities and outcomes.</li> <li>▪ increase strategic use of outreach platforms to maximize engagement and communication.</li> <li>▪ review current staffing model for the majority of NMC positions with a view of reducing the state of flux and bringing more continuity.</li> <li>▪ improve procedure for securing departmental contributions.</li> </ul>	<p>*Connecting *Supporting Renewal</p>



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## Connect, Engage and Collaborate

Follow the NMC to stay informed about events, networking opportunities and to contribute to interdepartmental collaboration between managers at all level.



[Sign up for the NMC News](#)


## Email


@ [nmc-cng@csps-efpc.gc.ca](mailto:nmc-cng@csps-efpc.gc.ca)

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