



Government  
of Canada

Gouvernement  
du Canada

**NATIONAL  
MANAGERS'  
COMMUNITY  
ANNUAL  
REPORT**  
2010-11



Canada

National Managers' Community - Annual Report 2010–11.

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## Message from the Chair

As Chair of the National Managers' Community (NMC), I am delighted to present our 2010–11 Annual Report highlighting our accomplishments over the past year.

As an organization, we are more stable than ever. Over the last year, we drafted a new three year strategic plan, fully implemented a new fiscal framework, updated our Charter and bylaws, continued implementation of our communications plan and supported the creation of three new departmental networks. We also planned our national forum, which was held in May 2011.

We supported several deputy minister and other senior manager committees, ensuring that managers had their say on key files such as people resourcing and maximizing performance. We also delivered more than 220 learning events to over 10,000 participants across the country. As part of our train-the-trainer series, we have more than 125 dedicated managers who volunteer to deliver our Coaching Practices for Managers sessions to their peers. We also piloted a new Leadership Tools session.

With the support of a committed and engaged Governing Council, Assistant Deputy Minister Advisory Board, regional coordinators and Secretariat staff, we have continued to grow and mature as a national community, with a presence in 14 provinces, regions and territories across Canada.

I would like to thank François Guimont, Deputy Minister, Public Works and Government Services Canada, for his continued and unwavering support as our Champion in 2010–11. He ensured our voice was heard by the most senior leaders in the federal public service.

I would also like to thank all the organizations that contribute the funding that makes our work possible, and all the managers who participate in their local managers' community. Without your continued support, much of what we do would simply not be possible. Working together helps the NMC deliver results that contribute to the overall objectives of the public service for the benefit of Canadians.



**Mark Butler**, Chair,  
National Managers'  
Community Governing  
Council



**François Guimont speaking at Regional Forum in  
British Columbia in November 2010**

## About the National Managers' Community

### Who We Are

The NMC is a grassroots, horizontal, national network of thousands of federal public service managers spanning all departments and agencies, regions and territories. Over the years, the NMC has evolved into an active and influential community of managers connected by regional and departmental networks across the country.

The NMC represents, supports and promotes the needs, interests and aspirations of thousands of federal public service managers in their role of achieving public service objectives. Our membership is broad and includes managers who manage people and/or money, and public servants who aspire to be managers.

Programs and services include regional learning and networking events, an annual national forum, and research and policy activities, all of which are delivered by regional coordinators across the country, the NMC Secretariat in Ottawa, the volunteer NMC Governing Council, and local managers.

We are supported by departments, central agencies, Regional Federal Councils, an Assistant Deputy Minister Advisory Board and our Deputy Minister Champion. We also work with other public service networks, including the Federal Youth Network. Working with all our partners, we are able to give managers a strong voice and inspire them to be effective leaders in the public service.

### NMC Governance Structure

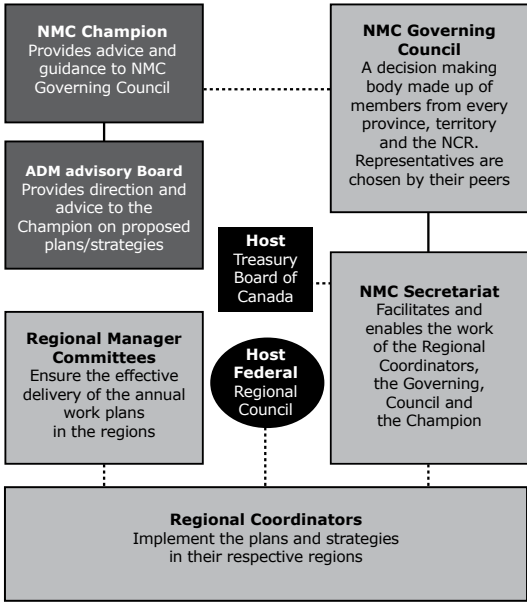


Figure 1: NMC Governance Structure

## 2010–11 Year in Review

### Accomplishments at a Glance

Table 1 outlines the NMC's accomplishments in 2010–11.

Table 1: The NMC's accomplishments in 2010–11		
Voice and Influence	Engaged Managers	A Relevant and Sustainable NMC
Published a report on the findings from e-polling and dialogue with senior officials from the annual forum held in Montréal in March 2010.	Hosted a meeting with departmental managers' networks in the National Capital Region to discuss the best way to continue to support departmental networks, working together on behalf of managers.	Reviewed and updated the strategic plan for 2011–14.
Shared report on e-polling results with deputy heads, the Deputy Minister Committee on Public Service Renewal, several deputy led committees and more than 20 other groups that used the information to formulate key actions.	Delivered more than 220 learning events, including 12 regional forums, to over 10,000 participants in every region of the country.	Implemented a new fiscal framework to ensure that funds are redistributed in a timely manner to better support the work of managers in all regions of the country.
Worked with deputy minister committees, as well as a dozen other working groups, on issues such as people resourcing and maximizing performance in order to engage managers directly or provide input on their behalf.	Among the 220 learning events, delivered 107 Coaching Practices for Managers workshops to 2,750 managers, and 25 Leadership Tools workshops to 929 managers.	Launched a calendar of events and registration tool on the website. Added social media tools to the website.
Held consultations directly with managers and supported other consultations across the country to identify key issues for managers.	Delivered three train-the-trainer sessions to prepare managers to lead coaching and leadership tools workshops.	Published four issues of the newsletter <i>The Voice</i> .
Conducted e-polling of managers at several regional forums across the country.	Revised the Leadership Awards Program to better align the awards with the NMC's lines of business. Created three new award categories.	Published the annual report on performance.
Invited senior leaders to several meetings held in the regions to discuss topics of interest to managers.	Supported the creation of several new departmental networks. Added the Yukon Territory as a region.	Reviewed learning offerings, updated the Coaching Practices for Managers workshops and piloted a new Leadership Tools workshop.
	Piloted a new Tools for Engagement session in several regions, to be delivered in 2011–12 in a train-the-trainer format.	Updated our Charter and bylaws.

## Voice and Influence

The NMC is recognized as a leading organization for managers' issues and plays an influential role in delivering government-wide priorities, such as public service renewal. The NMC seeks to build on its strong track record of tackling issues that matter to managers and influencing positive change.

### Influencing Positive Change

In last year's annual report, we provided highlights of the dialogue with senior officials and e-polling results that were recorded at the session that took place at the NMC forum in March 2010. Full details of this report, National Managers' Community Ninth Annual Professional Development Forum—Montréal "Dialogue with Senior Officials" Session, March 3, 2010, is posted on the NMC website.

The results were shared with all deputy heads and were presented to the Deputy Minister Committee on Public Service Renewal in May 2010. They were also shared with a number of deputy-led committees and over 20 other groups, including central agency organizations that used the information and intelligence to formulate key actions and initiatives.

The NMC also engaged in a number of consultations and initiatives that were held during the year to provide intelligence and perspectives on issues and concerns pertaining to managers. A summary of some of the key consultations and their outcomes follows.

- DM Subcommittee on Maximizing Performance—In February 2011, NMC representatives met with the maximizing performance committee to discuss managers' experiences in managing performance. The final report is expected to be released in 2011.
- Public Service Modernization Act (PSMA)—E-polling questions about staffing were developed for the 2011 NMC forum in consultation with the PSMA group. A final report of the PSMA review is expected to be released in 2011. Managers across the country were consulted to help develop the report.
- Web of Rules—NMC representatives participated in a number of meetings and shared what they have learned from managers regarding workload and the administrative burden resulting from the web of rules. The NMC also participated in regional presentations that were conducted by the web of rules group during the fiscal year.
- DM Subcommittee on People Resourcing—The NMC shared the report on the 2010 dialogue with senior officials and e-polling session with the committee and participated in consultations in spring 2010 to identify priority gaps. Several of the report's findings were consistent with the feedback that the NMC received from managers.
- Key trends affecting the role of the public service in 2015—The NMC participated in consultations for this initiative, which is being led by the Privy Council Office, and made two recommendations in support of managers:
  - Help managers deal with difficult employees and poor performers, and take reasonable risks.
  - Empower managers to make effective decisions and get the job done. Increase delegation and provide front-line managers with the tools they need.
- Talent Management and Employee Development Working Group—This is an initiative led jointly by the Office of the Chief Human Resources Officer and the Human Resources Council to identify and adopt a multi-channel approach to developing managers' leadership skills. The NMC met with the working group and provided information from previous research for the working group to consider.



*Discussions with managers in Sudbury, December 2010*



## Taking the Pulse of Managers

In January 2011, the NMC held consultations with managers across the country to get a sense of the issues that are top of mind for them. The information gathered was to be used for the NMC's e-polling session in May 2011. The main themes and issues that emerged are as follows:

- Performance management;
- Staffing;
- Fiscal restraint—strategic review, shrinking budgets and shrinking workforce;
- Accountability and risk management; and
- Employee development.

At its regularly scheduled regional forums and events, the NMC consulted managers on a variety of topics. The following is a snapshot of a few of these activities and what was learned.

At the regional forum in Newfoundland and Labrador, approximately 200 people participated in an e-polling session. The following results were noted:

- 88 per cent of participants indicated that the Government of Canada's cost-saving initiatives have affected their department, particularly with regard to positions not being backfilled and the decrease in amounts available for travel and operating budgets.
- 49 per cent of participants indicated that they were currently engaged while 33 per cent said they were moderately engaged.

At its regional forum in New Brunswick in fall 2010, the NMC conducted e-polling on the topic of employee engagement. Managers indicated a need for training and support to help them engage more fully with employees. The NMC followed up with a series of Tools for Engagement sessions. Later, the New Brunswick regional NMC presented to Wayne Wouters, Clerk of the Privy Council, highlighting work it is undertaking to promote departmental managers' networks in its area.

The Manitoba regional NMC held a regional forum in November where senior leaders discussed the relationship between human resources and managers. The region is actively working on ways to bring the two communities together. Several consultations were held in the region in the past year on subjects including the Public Service Modernization Act, the web of rules and public service renewal. A dialogue was also held with Wayne Wouters on priorities of public service renewal.



*Participants at the Winnipeg Forum in November 2010*

## Engaged Managers

### Supporting Departmental Managers' Networks

In September 2010, the NMC hosted a meeting with representatives of departmental managers' networks in the National Capital Region to discuss and identify ways to work together to support managers across the public service.

In attendance were 48 representatives of 30 departments and agencies, and 30 NMC Governing Council members and staff. They identified the following priorities:

- Develop a business model to support, set up and maintain departmental networks.

- Increase communication and awareness of NMC programs, support and services to departments and agencies.
- Identify and share best practices and tools for learning.

The NMC supported the creation of several more departmental networks during the year, bringing the total to 15 networks in the last three years alone.



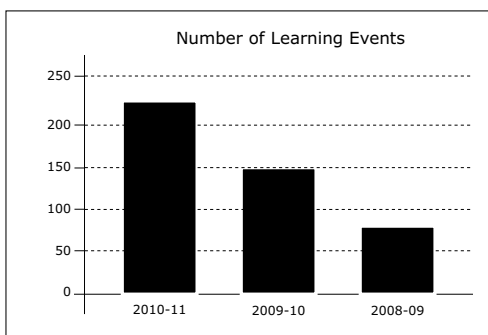
*Leadership Forum in Charlottetown in October 2010*

## Regional Events

During the 2010-11 fiscal year, the NMC offered more than 220 learning events to over 10,000 participants in every region across the country, almost doubling the number of participants from last year (see Figures 2 and 3). Learning events included coaching and other professional development workshops for managers, networking events, regional forums and focus groups.

Figure 2 shows the number of learning events delivered by the NMC in the past three years.

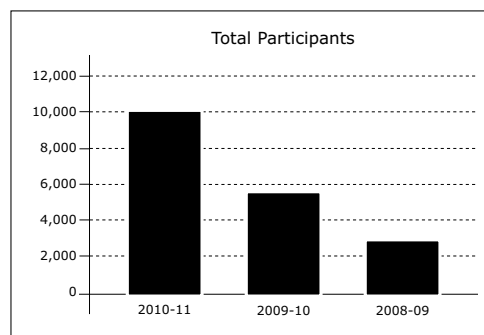
**Figure 2. Number of NMC Learning Events in 2010-11, 2009-10 and 2008-09**



Several events were webcast to include more participants. We expect to make more use of this technology and others in coming years in order to reach a broader audience.

Figure 3 shows the number of participants in NMC learning events in the past three years.

**Figure 3. Total Number of Participants in NMC Learning Events in 2010-11, 2009-10 and 2008-09**



## Awards and Recognition

Each year, the NMC presents Leadership Awards at the Annual NMC Professional Development Forum to recognize excellence in management. This year, the NMC launched a new awards program to align the award categories and criteria with the NMC's vision and strategic priorities. The new awards program recognizes an exemplary manager in each of the 14 NMC regions. The top NMC Regional Honours Award recipient also receives the most prestigious award, the NMC Mike Nurse Manager of the Year Award.

The new awards were presented for the first time at the annual forum in May 2011.

The NMC also created three new awards:

- The NMC Ambassador Award recognizes a senior executive who demonstrates strong engagement with the NMC.
- The NMC Community of Practice Award recognizes an individual or team that has contributed significantly to the delivery of NMC learning programs.
- The NMC Regional Award of Excellence recognizes one of the 14 NMC regions that has achieved outstanding results and made significant improvements over the last year in engaging managers.

## A Relevant and Sustainable National Managers' Community

### Strategic Plan 2011–14

The NMC Strategic Plan was reviewed and updated in the last year to ensure that the direction the organization has taken remains relevant as it goes forward. The new strategic plan reaffirms the NMC's three strategic priorities, namely, voice and influence, engaged managers, and relevant and sustainable NMC. It also details the key actions that will be taken in the next three years to reach the strategic objectives under each of these priorities.

### Fiscal Framework

The NMC implemented a new fiscal framework based on a peer-led review of regional and national budget proposals. This review ensures that proposals are created and funds are redistributed in a timely manner to meet the needs of managers in all regions across the country.

### Communications

In 2010–11, the NMC made some changes to its website, including adding social media tools (Facebook and Twitter) to increase managers' interactions and continued use of GCPEDIA. In addition, the NMC launched a new calendar of events and registration tool in January 2011. The new tool allows managers to register for an NMC learning event online and eases the administration burden on the NMC's regional coordinators. Throughout this process, the NMC has also been building its subscriber list, thereby providing news updates to an increased number of managers.

Four issues of the newsletter *The Voice* were published in 2010–11. The first issue provided highlights from the 9th Annual Professional Development Forum in Montréal; the second issue focused on innovation and risk management; the third issue provided some important NMC updates, including highlights from the recently published annual report and the new leadership awards program; and the fourth issue offered managers a glimpse of what they could expect at the upcoming forum, as well as a briefing on the work of several departmental working groups.

The NMC published the second annual report on performance, presented it to its funding partners and made it available on our website. This is an ongoing part of the NMC's efforts to give a full account of its accomplishments.

### Organizational Capacity

The NMC has strengthened its ability to represent all managers across the country by ensuring that every region is represented by a regional coordinator, a Governing Council member and an active Steering Committee. In 2010–11, the NMC added one more region, the Yukon Territory, which was previously part of the British Columbia region. The NMC now has a presence in every province and territory in Canada.

### Tools for Engagement

In 2010–11, the NMC reviewed its two main learning offerings for managers: Coaching Practices for Managers, and Leadership Tools. It updated the Coaching Practices for Managers workshop and piloted a new Leadership Tools workshop.

During the year, the NMC delivered 107 Coaching Practices for Managers workshops to 2,750 managers across the country. In addition, 25 Leadership Tools workshops were delivered to 929 managers.

Three additional train-the-trainer sessions were held during the year. There are now 125 managers delivering learning sessions on behalf of the NMC. These sessions are offered to managers at no charge and cost the NMC an average of less than \$20 per participant.

### Strategic Partnerships

The NMC continues to work with departmental networks, central agencies, the Canada School of Public Service, the Federal Youth Network and other strategic partners to achieve its priorities and support managers in the public service.

## Financial Highlights

The NMC receives contributions from 39 organizations. The contributions are used to help the NMC achieve its objectives. The funding received is based on a levy of \$14.10 per employee. The organization started the year with \$2.96 million.

In the last year, the NMC has been for the most part fully staffed (a complement of 20 employees compared with 18 the previous year). The result was an increase in salary expenditures but also an increased capacity in the regions, as evidenced by the increase in activities previously reported.

Table 2 shows financial highlights for the past two years.

Table 2: Financial Highlights in 2010-11 and 2009-10		
	2010-11	2009-10
Revenue	2,961,650	2,984,711
Expenditures	2,969,448	2,834,024
Balance	-7,798	150,687
FTEs*	20	18

\* Full-time equivalents

The NMC tracks its expenditures against its three strategic priorities, with the largest portion of funding invested in engaging managers through learning events, such as the regional forums and Coaching Practices for Managers workshops.

Table 3 summarizes expenditures in the past year.

Table 3: Summary of Expenditures in 2010-11	
	2010-11
Salaries and Benefits	\$1,964,667
Operations:	
• Voice and Influence	\$35,736
• Engaged Managers	\$569,621
• A Relevant and Sustainable Community	\$399,424
<b>Total</b>	<b>\$2,969,448</b>

The NMC spent significantly less on administration in 2010-11 than in the previous year. Personnel costs were slightly higher, given that there were two more FTEs than the year before, and program costs were slightly lower.

Table 4 summarizes expenditures in personnel, administration and programs in the past two years.

Table 4: Summary of Expenditures in 2010-11 and 2009-10		
	2010-11	2009-10
Personnel	1,964,667	1,704,725
Administration	78,973	129,048
Programs	925,808	1,000,251
<b>Total</b>	<b>2,969,448</b>	<b>2,834,024</b>

The NMC has strong networks throughout the regions. Most of its operational funds support the delivery of initiatives and programs in the 14 regions across Canada. National expenditures were lower last year since no national forum was held.

Table 5 summarizes regional and national program expenditures in the past two years.

Table 5: Program Expenditures in 2010-11 and 2009-10		
	2010-11	2009-10
Regional Programs	591,635	572,546
National Programs	334,173	427,705
<b>Total</b>	<b>925,808</b>	<b>1,000,251</b>

## The Year Ahead: 2011–12

As the largest and most active community in the federal public service, managers play and will continue to play a leadership role in the renewal of the public service. The NMC will enhance its capacity to reach managers nationally and across regional and departmental networks in order to gather intelligence on trends and issues of importance to the community and use that information to influence renewal priorities.

The NMC's three-year strategic plan, which was updated early in 2010–11, establishes goals and objectives to enable managers, as a community, to partner with senior leaders to better serve the government and Canadians.

The NMC believes that continued focus on its three strategic priorities will yield excellent results for managers and the public service overall.

- **Voice and influence:** Managers and senior leaders partner to make positive changes that help serve the government and Canadians.
- **Engaged managers:** Managers are committed and work to make improvements that contribute to employee engagement and citizen satisfaction.
- **Relevant and sustainable NMC:** Managers and senior leaders have the capacity to work as a horizontal collective through the NMC.

With many departments undergoing efforts under the Strategic and Operating Review, the NMC has joined with several key partners, such as the Canada School of Public Service, the Public Service Commission of Canada, the Human Resources Council and the Office of the Chief Human Resources Officer, to unify its efforts to develop and share the tools and information that managers will need in this period of fiscal restraint. During this time, the NMC will focus its efforts on maintaining its stability while continuing to find ways to be more efficient, for example, revisiting the model it uses to deliver all of its learning events, including its regional and national forums.

As we look to the year ahead, we will increase our efforts to support existing communities, help create new departmental managers' communities and find ways to build on each other's strengths, resulting in a more coordinated effort to support managers. We will look for ways to further enhance our mechanisms for engaging and consulting with managers on relevant policies and issues and for ensuring that their views and concerns from across the country are heard. We will support and help build the capacity of emerging communities, such as the Federal Youth Network.

In response to the high demand from managers for learning sessions on coaching and other tools, we will take steps to increase our capacity in both official languages, which will guide us well into the future. We will also launch our Leadership Tools train-the-trainer session, which is part two of our Tools for Engagement session in select regions.

Partnerships will be key as we look to foster our existing relationships with the Regional Federal Councils, other networks, the human resources



*Suzanne Vinet, new Champion with François Guimont and Mark Butler*

We look forward to working with our new Champion, Suzanne Vinet, President, Economic Development Agency of Canada for the Regions of Quebec. Under her leadership, we will continue to influence government direction by seeking opportunities for dialogue with senior leaders in the federal public service and with key deputy minister committees, such as the Deputy Minister Committee on Public Service Renewal and the Public Service Management Advisory Committee, to ensure that managers' views are expressed and to collaborate on measures to enhance and support managers in their roles. We will continue to support several files, focusing specifically on people resourcing and the "yawning gap" between HR and management, as well as maximizing performance.

community and central agencies, and as we look to develop new strategic alliances. These partnerships will help us reach our goals.

Finally, we recognize that taking advantage of new technologies and innovative methods of engaging and communicating with our community is important to our effectiveness. We will enhance our use of available tools within our virtual organization and promote these tools to the management community, working with key stakeholders such as the Collaborative Management team and Federal Youth Network.



## Appendix

### Member Information • Assistant Deputy Minister Advisory Board Members (as of March 31, 2011)

**François Guimont** (Champion), Deputy Minister, Public Works and Government Services Canada

**Donna Achimov**, Vice-President, Canada School of Public Service

**James Baird**, Regional Director, Fisheries and Oceans Canada

**Stephen Baker**, Vice-President, Canadian Food Inspection Agency

**Marie Brodeur**, Director General, Statistics Canada

**Pierre Corriveau**, Assistant Deputy Minister, Agriculture and Agri-Food Canada

**Stephanie Durand**, Director General of Communications, Public Safety Canada

**Bill Fisher**, Director General, Parks Canada

**Dr. Marc Fortin**, Assistant Deputy Minister, National Defence

**Cheryl Fraser**, Assistant Commissioner, Canada Revenue Agency

**Janet Gagnon**, Vice-President, Atlantic Canada Opportunities Agency

**Connie Graziadei**, Director General, Statistics Canada

**MGen Marquis Hainse**, Chief of Programs, National Defence

**Ron Hebert**, Assistant Deputy Minister, Veterans Affairs Canada

**Marilyn Kapitan**, Assistant Deputy Minister, Western Economic Diversification Canada

**Francine Kennedy**, Chief Executive Officer, Public Works and Government Services Canada

**Bayla Kolk**, Assistant Deputy Minister, Human Resources and Skills Development Canada

**Nadia Kostiuik**, A/Vice President, Canadian International Development Agency

**Anne Lamar**, Assistant Deputy Minister, Health Canada

**Ross MacLeod**, Assistant Deputy Minister, Office of the Chief Human Resources Officer

**Darrell Mahoney**, Assistant Commissioner, Canada Revenue Agency

**Peter McGovern**, Assistant Deputy Minister, Foreign Affairs and International Trade Canada

**Virginia McRae**, Assistant Deputy Minister, Department of Justice Canada

**Bill Merklinger**, Assistant Deputy Minister, Natural Resources Canada

**Paul Mills**, Vice-President, Atlantic Canada Opportunities Agency

**David Moloney**, Executive Vice-President, Canadian International Development Agency

**André Morency**, Assistant Deputy Minister, Transport Canada

**Charles Nixon**, Assistant Deputy Minister, Service Canada

**Marc O'Sullivan**, Assistant Comptroller General, Treasury Board of Canada Secretariat

**Ron Parker**, Senior Assistant Deputy Minister, Industry Canada

**Chuck Shawcross**, Assistant Deputy Minister, Environment Canada

**Kevin Stringer**, Assistant Deputy Minister, Fisheries and Oceans Canada

**Camille Therriault-Power**, Vice-President, Canada Border Services Agency

**Gerry Thom**, Vice-President, Public Service Commission

**Elizabeth Tromp**, Assistant Deputy Minister, Aboriginal Affairs and Northern Development Canada

**Mark Watters**, CA, Assistant Deputy Minister, Citizenship and Immigration Canada



## Governing Council Members

**Mark Butler** (Chair), Atlantic Canada Opportunities Agency  
**Valerie Heaman** (Vice-Chair), National Defence  
**Andrew Brebner**, Natural Resources Canada, Northwest Territories  
**Major David Devries**, National Defence, Ontario  
**John Doody**, Fisheries and Oceans Canada, Newfoundland and Labrador  
**Donald James**, Natural Resources Canada, Nunavut  
**Gail Krestanovich**, Canada Revenue Agency, British Columbia and Yukon  
**Sophie M. Laflamme**, Service Canada, Quebec  
**Kevin Leahy**, Royal Canadian Mounted Police, New Brunswick  
**Marcel Martineau**, Canada Revenue Agency, Alberta  
**Jackie Mason**, Agriculture and Agri-Food Canada, Manitoba  
**Linda Mayne**, Veterans Affairs Canada, Prince Edward Island  
**Virginie Mongeon**, Environment Canada, National Capital Region  
**Duncan Retson**, Canada School of Public Service, National Capital Region  
**Bob Thompson**, National Defence, Nova Scotia  
**Jennifer Wessner**, Office of the Commissioner of Official Languages, Saskatchewan

Please visit the NMC website at [www.managers-gestionnaires.gc.ca](http://www.managers-gestionnaires.gc.ca) for an updated list of regional coordinators and Secretariat staff

## Publications

National Managers' Community Ninth Annual Professional Development Forum—  
 Montréal "Dialogue with Senior Officials" Session, March 3, 2010

National Managers' Community Strategic Plan 2011–14

National Managers' Community Charter and Bylaws

## Contributing Organizations

Aboriginal Affairs and Northern Development Canada	Human Resources and Skills Development Canada
Agriculture and Agri-Food Canada	Immigration and Refugee Board of Canada
Atlantic Canada Opportunities Agency	Industry Canada
Canada Border Services Agency	Library and Archives Canada
Canada Revenue Agency	National Defence
Canada School of Public Service	Natural Resources Canada
Canadian Food Inspection Agency	Parks Canada
Canadian Heritage	Passport Canada
Canadian International Development Agency	Privy Council Office
Citizenship and Immigration Canada	Public Health Agency of Canada
Communications Security Establishment Canada	Public Safety Canada
Correctional Service Canada	Public Service Commission of Canada
Department of Finance Canada	Public Works and Government Services Canada
Department of Justice Canada	Royal Canadian Mounted Police (civilian staff)
Economic Development Agency of Canada for the Regions of Quebec	Statistics Canada
Environment Canada	Transport Canada
Fisheries and Oceans Canada	Treasury Board of Canada Secretariat
Foreign Affairs and International Trade Canada	Veterans Affairs Canada
Health Canada	Western Economic Diversification Canada